

Remington-Holland Corridor Revitalization

Cathedral District
Saginaw, Michigan

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Executive Summary

The Remington-Holland Corridor is located within the historic Cathedral District in the City of Saginaw, Michigan. The Corridor contains a high percentage of residential buildings, along with three commercial structures. It has been negatively impacted by the long period of disinvestment that the City has been experiencing. The disinvestment has caused many buildings in the Corridor to become blighted or vacant. To remedy this situation the City of Saginaw is focusing revitalization efforts within the Cathedral District. The Remington-Holland Corridor has been chosen as a location of study for the Michigan State University Urban and Regional Planning program's practicum class of 2008.

To combat the increasing amounts of blighted and vacant structures, the City of Saginaw has acquired funds to clear the properties that could pose a threat to the area. Saginaw has expressed interest in converting the Corridor into a gateway for the entire City. To evaluate this area and propose feasible land uses, a retail market study was performed using information from the United States Census Bureau, Environmental Systems Research Institute, and Consolidated Analysis Center Incorporated. The current conditions of the area were analyzed by evaluating zoning ordinances, land uses, traffic patterns, and market trends.

Upon examining the information gathered, the team identified the strengths and weaknesses of the area, resulting in the decision to capitalize on the traffic that passes through the Corridor en route to St. Mary's of Michigan Hospital. Providing a destination for hospital employees and visitors to dine, shop, and exercise would bring investment and capital to the area, while also meeting the needs of local residents.

After researching and observing the dynamics of the Remington-Holland Corridor, the best practices of similar areas were evaluated to provide examples of how the issues were remedied. Land use practices were examined in central Arizona and Cadillac, Michigan. Additionally, traffic calming practices were examined in West Palm Beach, Florida and East Lansing, Michigan. Lastly, gateway designs and implementation strategies were examined in East Lansing, Michigan and the City of Bellevue, Washington.

The final recommendations were divided into land use, gateway, and traffic; with both short and long-term objectives for each category. Recommendations for land use were intended to create a common identity for residents living in and around the Remington-Holland Corridor and define the Cathedral District as a recreational and retail destination for the Saginaw region. The gateway recommendations focused on creating an aesthetically pleasing and cohesive streetscape along with structural revitalization that could define the Corridor as a gateway to Saginaw. Lastly, the traffic recommendations focused on the implementation of traffic calming techniques to create a pedestrian friendly environment and improve general traffic flow.

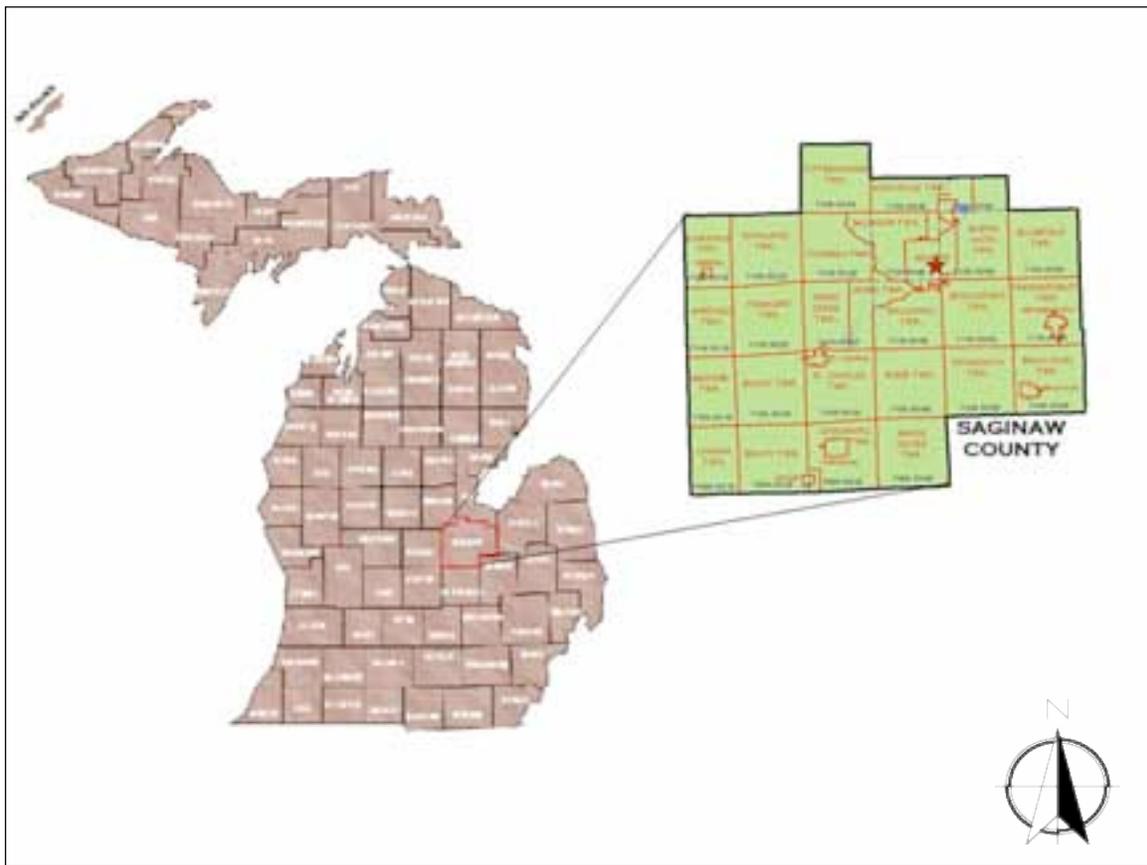
Chapter 1: Introduction

The Remington-Holland Corridor Revitalization Practicum Team is made up of eight students from Michigan State University's Urban and Regional Planning Program. These members include: Daniel Beard, Annie Matouka, Jennifer McGrath, Devon Munsell, Emily Petz, Bradley Sherman, Stephanie Willavize, and Jie Yan. The group worked jointly with Stephanie Harden, associate planner for the City of Saginaw, and Julia Darnton from Michigan State University Extension.

Section 1.1 Background Information

The City of Saginaw is located in Saginaw County on the Saginaw River in eastern Michigan (See Map 1).

MAP 1: SAGINAW, MICHIGAN



*Source: <http://neighborhoods.rdesk.com>, 2008

The Cathedral District is located on Saginaw's east side; bound by East Holland Avenue to the south, South Washington Avenue to the west, Hoyt Avenue to the north, and East Genesee to the east (See Map 2).

MAP 2: REMINGTON - HOLLAND CORRIDOR WITHIN CATHEDRAL DISTRICT



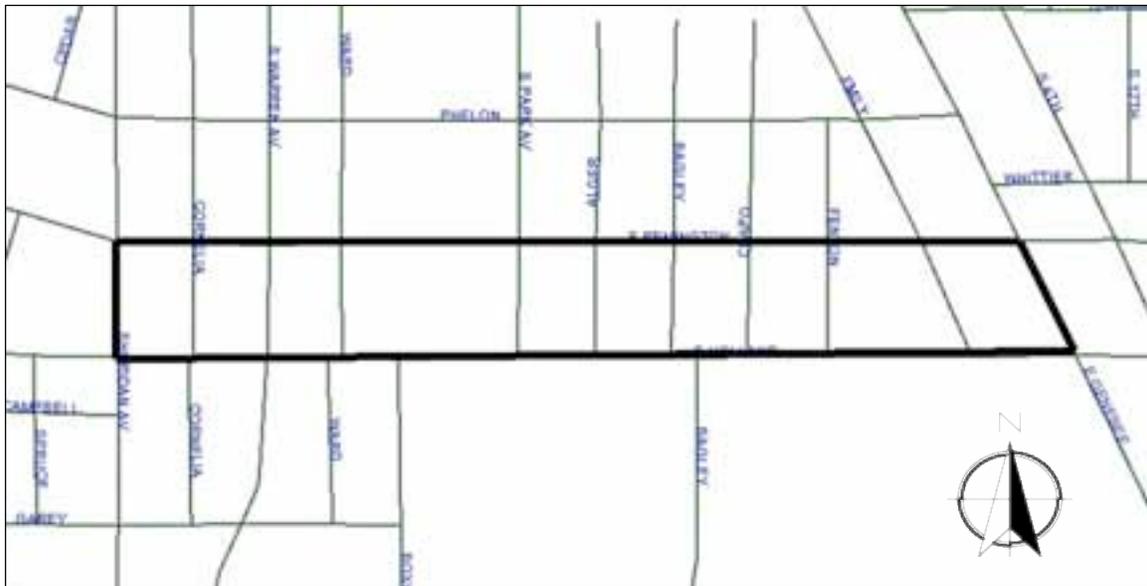
— Cathedral District
- - - Remington-Holland Corridor

*Source: sagagis.org, 2008

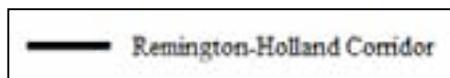
The City of Saginaw is currently pursuing a revitalization of the Cathedral District. Specifically, the practicum team has worked on a revitalization plan for the Remington-Holland Corridor; which is bound by East Genesee Avenue to the east and Sheridan Avenue to the west (See Map 3). The target area, which is approximately 12 blocks long, serves as a gateway for many motorists entering the City. The renowned St. Mary's of Michigan Main Campus accounts for a large amount of the traffic from visitors traveling to the hospital via the nearest expressway, I-75. The center of the Corridor is bound by two state trunklines that serve almost entirely to non-local traffic. In addition, Remington Avenue and Holland Avenue are one way roads. The City of Saginaw's Planning officials feel that the area has underutilized potential and have asked the practicum team to provide recommendations that focus on a market study, traffic observations, and aesthetic improvements to help revitalize the target area.

The report begins with an examination of the methodology, study of general demographics and existing conditions of the target area; along with both a market study and traffic observations. The practicum team has utilized socio-economic data and best practices from case studies of similar areas to aid in providing short-term and long-term recommendations to help revitalize and redevelop the Corridor. After analyzing a plethora of revitalization and development options, the practicum group has decided on three overall goals for future land use, traffic improvements and aesthetic or gateway enhancements. For each goal, specific objectives and revitalization strategies were provided for short-term and long-term recommendations.

MAP 3: THE REMINGTON-HOLLAND CORRIDOR



*Source: sagagis.org, 2008



1.3 Methodology

The revitalization project was divided into two phases to give direction and focus to the practicum team's work. The first phase contains target area research, observations and analysis. The second phase provides preliminary revitalization and redevelopment strategies based on the research from the first phase. In order to conduct a thorough analysis of the Remington-Holland Corridor, the following procedures and tools were utilized in phase one:

- **History and Socio-Economic Profile:** Research begins with a look at the history of Saginaw; which is vital to obtain a greater understanding of the region and how it has evolved to its current state. In addition, a socio-economic profile was compiled by gathering data on the City of Saginaw's demographic information from the United States Census Bureau. For purposes of comparison, demographics for the Cathedral District's population, household size, income, and poverty levels were obtained. To define the implications of citywide data, demographics for the Remington-Holland Corridor were gathered using Block Groups 1 and 2 in Census Tract 7. Comparing data from the Corridor with data from the Cathedral District and City of Saginaw provides a comprehensive analysis of demographic trends and implications. Further demographic data was obtained from the Cathedral District Neighborhood Association.
- **Existing Site Conditions Assessment:** Using research conducted by Capital Access, Inc. – a private development firm hired by Saginaw to aid in revitalization efforts – an analysis of existing conditions and a current land use assessment was conducted to identify vacant and blighted parcels. Maps were created to code existing land uses and identify the areas with the greatest potential for redevelopment and revitalization. A block-by-block assessment of aesthetics aids in identifying residential areas with the greatest potential for preservation, restoration or demolition of existing structures. The current traffic patterns, road conditions and quality of pedestrian and bicycle amenities were identified; as well as basic information on road conditions, traffic patterns, flow, speeds and counts.
- **Market Assessment:** Existing businesses in and around the Remington-Holland Corridor were identified to evaluate current retail demand. Identifying existing business and market trends guide recommendations of new retail uses. A business questionnaire was written and answered by local business owners. The purpose of the questionnaire was to collect basic information on local businesses; such as the years in operation and location of the consumer base. Data from the Environmental Systems Research Institute (ESRI) was used in order to identify the supply and demand of goods and services within three market areas. The market area represents the core geography from which merchants attract customers. Finally, it was necessary to gather information on the major stakeholders in the area; who contribute considerable employment and capital investment to Saginaw.

- **Framing the Issues:** This section of the report begins with a SWOT analysis, which captures the Remington-Holland Corridor's greatest strengths, weaknesses, opportunities and threats. The SWOT analysis, in short, summarizes our findings and leads to the recommendation section of the report. Next, several case studies on similar areas and best practices were used as models for recommendation strategies. The use of case studies provides a look at potential land uses and traffic solutions to deal with a corridor bound by two state trunklines. For example, case studies provide strategies for land use decisions, road calming methods and streetscape enhancement. Other case studies were analyzed to support recommendations for land uses bound by state trunklines, and the design of a welcoming gateway into the City of Saginaw.

Phase two contains comprehensive recommendations; where research from phase one was used to identify potential comprehensive land use designs, road alterations and new retail suggestions. The objectives of the new plan are identified, as well as a conceptual land use design with both a short-term and long-term recommendation strategies.

Chapter 2: History and Socio-Economic Profile

To commence a study of the revitalization project of the Remington-Holland Corridor, this report will first examine background information including a history of the region and the socio-economic conditions. The history will address the events and factors that have contributed to present state of the Corridor. The socio-economic profile comprehensively overviews Saginaw, the Cathedral District, and the Corridor. These elements are vital to assess how current conditions affect the target area.

2.1 History

Historically, the City of Saginaw has been celebrated for its contributions to the lumber and auto industries. Saginaw was the “lumber capital of the world” in the 19th Century until the 1890’s (City Town Info, 2008). Like many Michigan cities, Saginaw experienced a thriving economy due to the high levels of production by auto industries.



*Source: www.flickr.com, 2008

In 1950, there were 92,918 people comparative to 91,849 in 1970. In the 1970s, the energy crisis hindered continuing development in the City of Saginaw. Due to the lack of energy, many industrial plants laid off employees and hundreds started to lose jobs. Many plants eventually closed and significant reductions in salary of employees occurred.

In the last 20-30 years, Saginaw experienced a period of disinvestment. Many people moved out of the City to look for new employment opportunities. In between 1970 and 1990 employment levels dropped due to the decline of the automobile industry. In addition, Saginaw experienced a 30 percent decrease in population (White, 1998). Without better jobs residents were left with low-paying temporary work, which dramatically contributed to the poor housing conditions of many residents. Due to these factors, Saginaw has experienced a significant rate of violent crime. From 2001 to 2006, the rate of violent crime has increased from 2.01 percent to 2.98 percent. This rate is

much higher than the 2006 national rate of .55 percent (MDNH, Inc., 2006). High crime rates remain a serious factor that continues to impede any progression in new development.

However, Saginaw remains as a significant shipping center for farm crops and sugar processing (Triangle Parks, 2006). Furthermore, Saginaw contains many health facilities, including St. Mary's, which is well known for their cancer treatment center. The Hospital's location and potential for further development exists as a huge contributor to Saginaw's economic growth.

In addition, Saginaw continues to display rich cultural diversity. The Cathedral District holds some of the "finest examples of Victorian and Edwardian architecture" (Triangle Parks, 2006). The homes were owned by business leaders who helped develop Saginaw's downtown. Due to a period of disinvestment and neglect in the Cathedral District, historical homes are currently undergoing restoration (Moving Traffic, 2007).

A 1953 traffic study observing state arterial roads found that the principle locations of attraction for Remington and Holland (M-46) were the CBD (central business district) and the City's industrial zone. The study also stated that "M-46 will serve the CBD and industrial areas by connections to other south/west trunklines" (MSHD, 1953). This shows that the road was only used to get to back and forth from the CBD and the industrial zone; which marks a period of hardship that the Corridor is now experiencing. (MSHD, 1953).

The study also made the plans for many of the state trunklines to be turned into one-way pairs. The plan was thought to increase the carrying capacity of roads and smooth traffic flow. The study found that by creating the one way pair on M-46, five different problem intersections would be eliminated (MSHD, 1953).

Saginaw Public Library



***Source: www.flickr.com, 2008**

2.2 Regional Socio-Economic Profile

In order to gain an understanding of the people of Saginaw, Michigan, a regional socio-economic profile has been prepared. To evaluate past trends and to predict future projections, the analysis began by looking at data for the following categories: population, racial distribution, educational attainment, household income, household size, employment status and occupation. Based upon a thorough analysis of the demographic information for the City of Saginaw, the Cathedral District and the Remington-Holland Corridor, the following information is imperative to commence a study of the region. In some cases, the data for all three areas was attained. However, in most cases, the data is compared between only the City of Saginaw and the Remington-Holland Corridor. In addition, data was collected from both Census 2000 Summary File 1 and Census 2000 Summary File 3 of the U.S. Census Bureau, as noted by Maps 4 and 5, respectively.

**MAP 4: CENSUS TRACT 7, BLOCK GROUPS 1 & 2
BLOCKS 1016 – 1021, 2030-2033**



***Source: US Census Bureau, Census 2008 Reference Maps**

The following data was collected from Census 2000 Summary File 1 of the U.S. Census Bureau. The data contained in this census file pertains to the highlighted region in Map 4.

Population by Location

TABLE 1: 2000 POPULATION DATA			
	Saginaw, Michigan	Cathedral District	Remington-Holland Corridor
Population	61,799	6,396	314

***Source: US Census Bureau, Census 2000 Summary File 1**

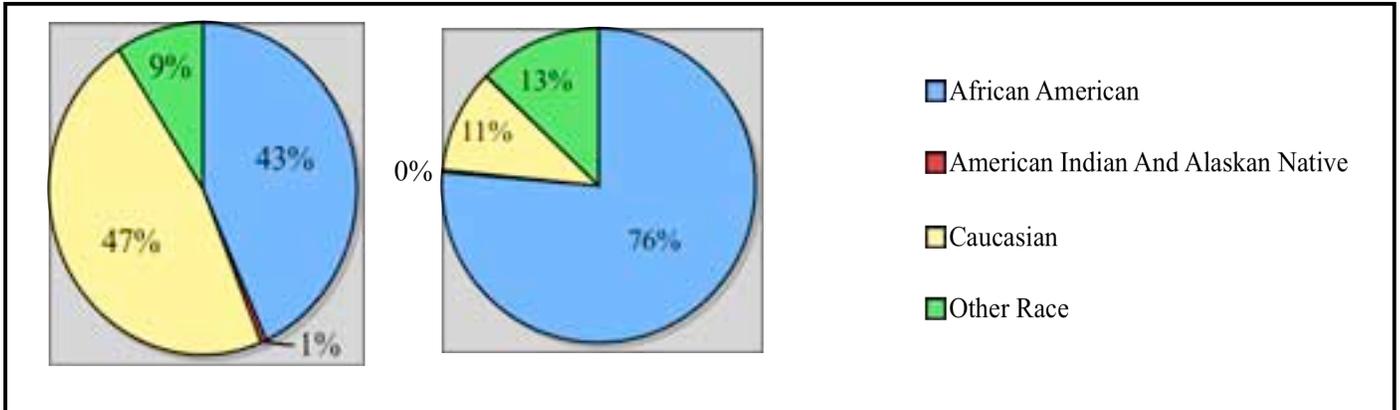
The City of Saginaw consists of 17.44 square miles and is located on the eastern side of Michigan (see Map 1). In 2003, the City had an estimated population of 59,235; a 4.1 percent decrease in population from 2000. This decrease in population is not a new trend for the City, from 1990 to 2000 the population decreased by 11.1 percent, even though the State of Michigan had a 6.9 percent population increase. The Remington-Holland Corridor is within the historic Cathedral District (see Map 2). As of 2000, the population of the Cathedral District was 6,396 persons, a twenty-four percent decrease from the 1990 population of 8,414 persons. The Corridor is located along Census Tract 7 in Block

Groups 1 and 2 (Blocks 1016 – 1021, 2030 – 2033). Based on 2000 census data, the Remington-Holland Corridor population consists of approximately 314 people.

Racial Distribution

RACIAL DISTRIBUTION FOR SAGINAW & THE REMINGTON-HOLLAND CORRIDOR

GRAPH 1: SAGINAW, MI GRAPH 2: REMINGTON-HOLLAND CORRIDOR

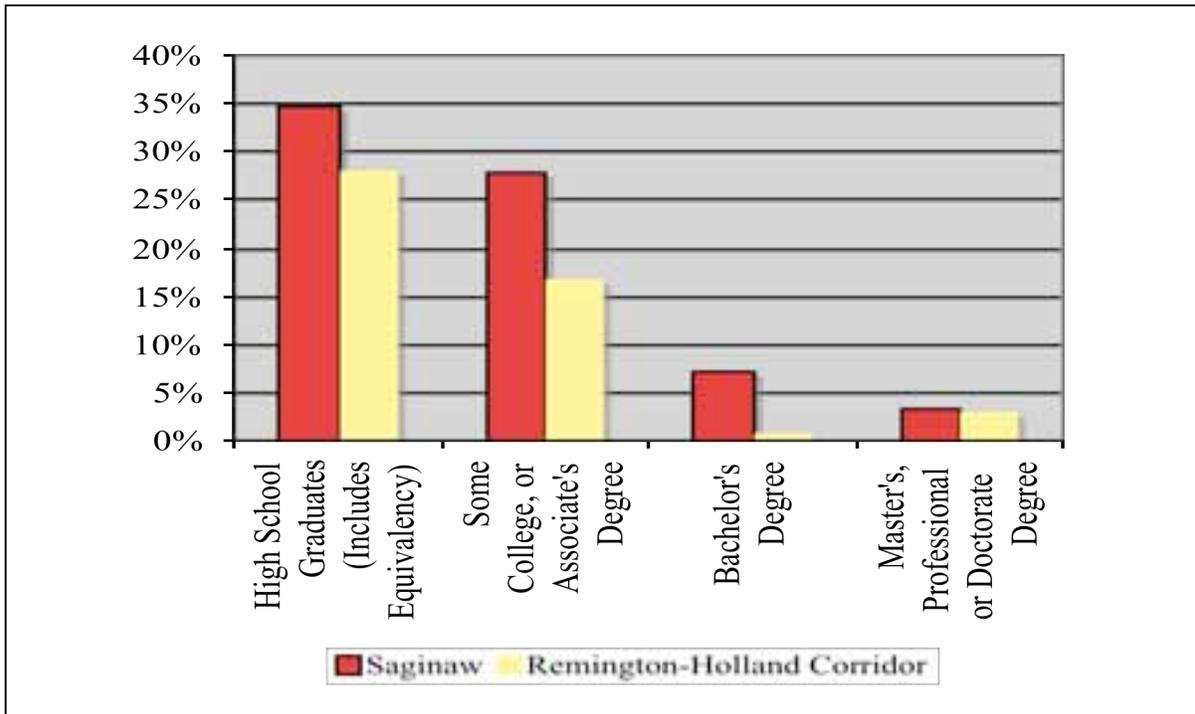


*Source: US Census Bureau, Census 2000 Summary File 1

A comparative look at racial distribution will provide the necessary tools for analyzing ethnic composition within the Remington-Holland Corridor. The City of Saginaw is predominately populated with both Caucasians and African Americans. However, African Americans are the dominant race within the Corridor. It should be noted that small neighborhoods within large populations will often contain homogenous groups of people living close together.

Educational Attainment

GRAPH 3: EDUCATIONAL ATTAINMENT

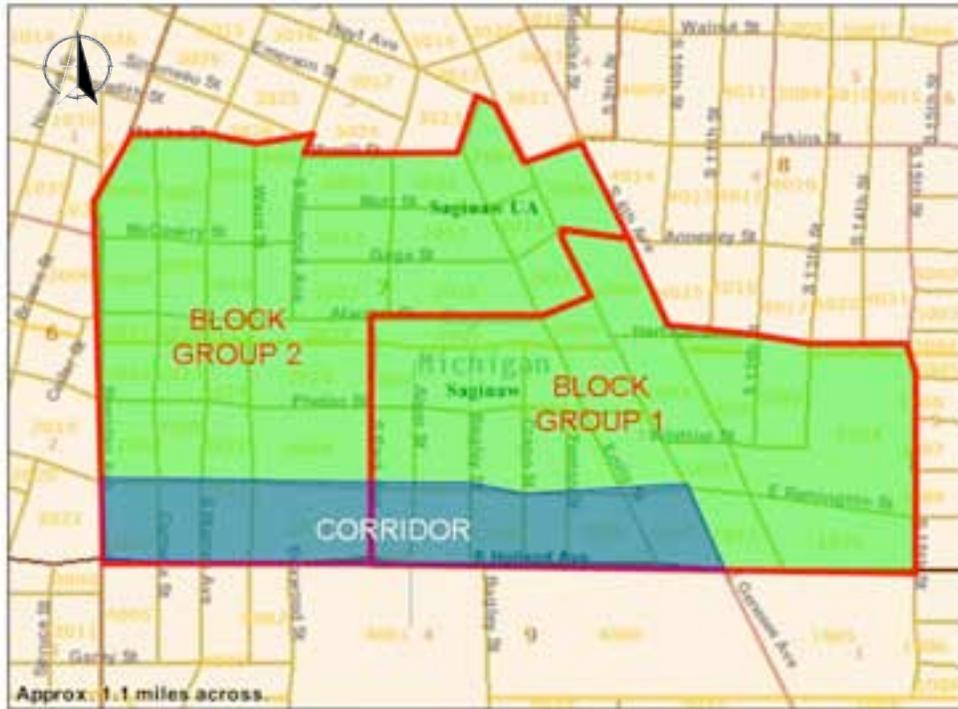


*Source: US Census Bureau, Census 2000 Summary File 1

When comparing the City of Saginaw's education data in 2000 to the Remington-Holland Corridor, the numbers from the Corridor consistently fall short. The number of persons with a high school diploma or the GED equivalent for the City of Saginaw is 12,618 persons, which is 34.8 percent of the population; which remains higher than the target area graduates, which is only about 28 percent. The number of persons with some college or an associate's degree for the City is 10,085 persons. The percentage of the population with some college in Saginaw, 27.8 percent, is a higher percentage than that of the Remington-Holland Corridor; where only about 16.8 percent of the population has some college level of education.

Those persons that have earned a bachelor's degree (2,596 persons) are in the minority of the City of Saginaw, and only account for 7.2 percent of the population. These numbers across the state and the nation, based on their overall population, are almost doubled. The same is true for persons that have earned a Master's, Professional or Doctorate degree. In addition, within our target area, Census Tract 7, Block Groups 1 and 2, the numbers of educational attainment fall even lower than in the overall City (US Census Bureau, 2000). It will be imperative to keep in mind these educational statistics as recommendations for future development is proposed.

MAP 5: CENSUS TRACT 7, BLOCK GROUPS 1 & 2



***Source: US Census Bureau, Census 2000 Reference Maps**

The following data was collected from Census 2000 Summary File 3 of the U.S. Census Bureau. The data contained in this census file pertains to the highlighted region in Map 5.

Household Income

TABLE 2: HOUSEHOLD INCOME IN 1999				
	City of Saginaw		Census Tract 7, Block Groups 1 & 2	
	Number	Percent	Number	Percent
Households	23,196	100.0	608	100.0
Less than \$10,000	4,410	19.0	221	36.3
\$10,000 to \$14,999	2,321	10.0	73	12.0
\$15,000 to \$24,999	4,191	18.1	135	22.2
\$25,000 to \$34,999	3,579	15.4	72	11.8
\$35,000 to \$49,999	3,338	14.4	58	9.5
\$50,000 to \$74,999	3,134	13.5	32	5.3
\$75,000 to \$99,999	1,243	5.4	13	2.1
More than \$100,000	980	4.2	4	0.7
Median household income (dollars)	26,485	(X)	14,395	(X)

*Source: U.S. Census Bureau, Census 2000 Summary File 3

Before recommending revitalization strategies for a neighborhood, it is necessary to gain a sense of the lifestyle that an average person exhibits. Analyzing income patterns provides information on the spending capacity of residents. Both the City of Saginaw and Cathedral District (Block Groups 1 & 2, Census Tract 7) have average household incomes below the state level. For the State of Michigan, the 1999 average household income was \$44,221. For the City of Saginaw and Cathedral District the 1999 average household income was \$26,485 and \$14,395, respectively (See Table 2). Therefore, the City of Saginaw's average household income is above the average in the Cathedral District. Greater than one-third of the households in the Cathedral District have a household income below \$10,000, while 19% of household incomes are below \$10,000 for the City of Saginaw. Compared to the City of Saginaw, the Cathedral District has a higher share of households in the lowest income group (36.3%). This implies that much of the population is living below poverty according to the 2000 Census Bureau Poverty Thresholds (US Census Bureau, 2006). The City of Saginaw, with its much larger population, has far greater consumer spending potential than the Cathedral District. Therefore, low average income limits the ability of the Cathedral District's residents to support any high cost retail or food service.

Household Size

TABLE 3: AVERAGE HOUSEHOLD SIZE			
	City of Saginaw	Cathedral District	Remington-Holland Corridor
Average Household Size (Persons)	2.6	2.36	3.26

*Source: US Census Bureau, Census 2000 Summary File 1

According to the US Census Bureau, household income is not only based on the amount of revenue earned in one home; it is also based on the number of people residing in that home. Thus, analyzing average household size in conjunction with income levels is

essential. On average, over 3 people comprise one household in the Remington-Holland Corridor.

Employment Status

TABLE 4: EMPLOYMENT STATUS				
	City of Saginaw		Census Tract 7, Block Groups 1 & 2	
	Number	Percent	Number	Percent
Population 16 years and over	44,017	100.0	1040	100.0
In labor force	25,901	58.8	533	51.3
Civilian labor force	25,901	58.8	533	51.3
Employed	22,500	51.1	342	32.9
Unemployed	3,400	7.7	191	18.4
Percent of civilian labor force	13.1	(X)	35.8	(X)
Armed Forces	0	0.0	0	0.0
Not in labor force	18,116	41.2	507	48.8

***Source: U.S. Census Bureau, Census 2000 Summary File 3**

At first glance, a low employment rate of 51.1 percent for the City of Saginaw denotes a population unmarked by potential for increasing expenditures in development within the Remington-Holland Corridor. For the Cathedral District, an employment rate of 32.9 percent is much lower than compared to the surrounding City of Saginaw.

Commute to Work

TABLE 5: COMMUTE TO WORK				
	City of Saginaw		Census Tract 7, Block Groups 1 & 2	
	Number	Percent	Number	Percent
Workers 16 years and over	21,913	100.0	342	100.0
Car, truck, or van – drove alone	17,719	80.9	230	67.3
Car, truck, or van – carpoled	2,639	12.0	43	12.6
Public Transportation (including taxicab)	328	1.5	10	2.9
Walked	438	2.0	38	11.1
Other means	251	1.1	0	0.0
Worked at home	538	2.5	21	6.1
Mean travel time to work (minutes)	18.1	(X)	12.3	(X)

***Source: U.S. Census Bureau, Census 2000 Summary File 3**

To better assess the Cathedral District along the Remington-Holland corridor, an evaluation of commuting methods provides useful information. More than 80 percent of residents in the City of Saginaw commute to work in their own car. For the Cathedral District, 67.3 percent of workers commute to work via their own car, less than compared to the City of Saginaw.

TABLE 6: PLACE OF WORK FOR WORKERS (16 YEARS AND OVER)		
	Census Tract 7, Block Groups 1 & 2	
	Number	Percent
Living in a place:	342	100.0
Worked in place of residence	187	54.7
Worked outside place of residence	155	45.3

***Source: U.S. Census Bureau, Census 2000 Summary File 3**

In the Cathedral District’s Block Group’s 1 & 2, 54.7 percent of residents work in their place of residence. The other 45.3 percent of residents work outside their place of residence.

Occupation

TABLE 7: OCCUPATION				
	City of Saginaw		Census Tract 7, Block Groups 1 & 2	
	Number	Percent	Number	Percent
Employed civilian population 16 years and over	22,500	100.0	342	100.0
Management, professional and related occupations	4,794	21.3	42	12.3
Service occupations	5,842	26.0	122	35.7
Sales and office occupations	5,848	26.0	48	14.0
Farming, fishing and forestry occupations	103	0.5	7	2.0
Construction, extraction, and maintenance occupations	1,612	7.2	8	2.3
Production, transportation, and material moving occupations	4,301	19.1	56	16.4

***Source: U.S. Census Bureau, Census 2000 Summary File 3**

An evaluation of occupational data provides information on employment factors that contribute to how the City of Saginaw’s residents earn their income. Service occupations, which are the leading occupations in this region, account for 35.7 percent of employment for Block Groups 1 & 2. Health related services and occupations fall under this category. Therefore, the target area has the potential to employ and appeal to workers in health related fields. In the City of Saginaw, service occupations and sales and office occupations both account for 26.0 percent of jobs, showing an employment base capable of supporting such professions.

Industry

TABLE 8: INDUSTRY				
Employment Sector	City of Saginaw		Census Tract 7, Block Groups 1 & 2	
	Number	Percent	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	101	0.4	11	3.2
Construction	890	4.0	8	2.3
Manufacturing	3,798	16.9	86	25.1
Wholesale trade	483	2.1	0	0.0
Retail trade	3,798	15.0	40	11.7
Transportation and warehousing, and utilities	796	3.5	10	2.9
Information	556	2.5	9	2.6
Finance, insurance, real estate, and rental and leasing	812	3.6	15	4.4
Professional, scientific, management, administrative, and waste management services	1,365	6.1	9	2.6
Educational, health, and social services	5,635	25.0	97	28.4
Arts, entertainment, recreation, accommodation and food services	2,508	11.1	37	10.8
Other services (except public administration)	1,144	5.1	15	4.4
Public administration	1,044	4.6	5	1.5

***Source: U.S. Census Bureau, Census 2000 Summary File 3**

An assessment of employment within each industry further examines how the citizens of Saginaw earn their income. The highest percentages of residents (25.0%) in the City of Saginaw were employed in the educational, health, and social services industries in 2000. For the Cathedral District, 28.4 percent of residents are employed within these related fields. With recent plans to expand St. Mary's of Michigan Hospital and provide new jobs, estimates predict employment in Saginaw's health industry will continue to grow and exist as an external force on industries and employment. Therefore, a focus on retail uses related to the health service industry may prove to be the most feasible.

Chapter 3: Existing Conditions and Assessment

After reviewing the demographic data and the overall make-up of the Corridor, an existing conditions assessment is necessary to gain a complete understanding of physical conditions of the project area. In this chapter of the study, an examination of the current residential and commercial land uses is necessary; along with the overall condition and aesthetics of the area, and traffic. Gathering data is essential when formulating solid recommendations, therefore, examining physical attributes is essential.

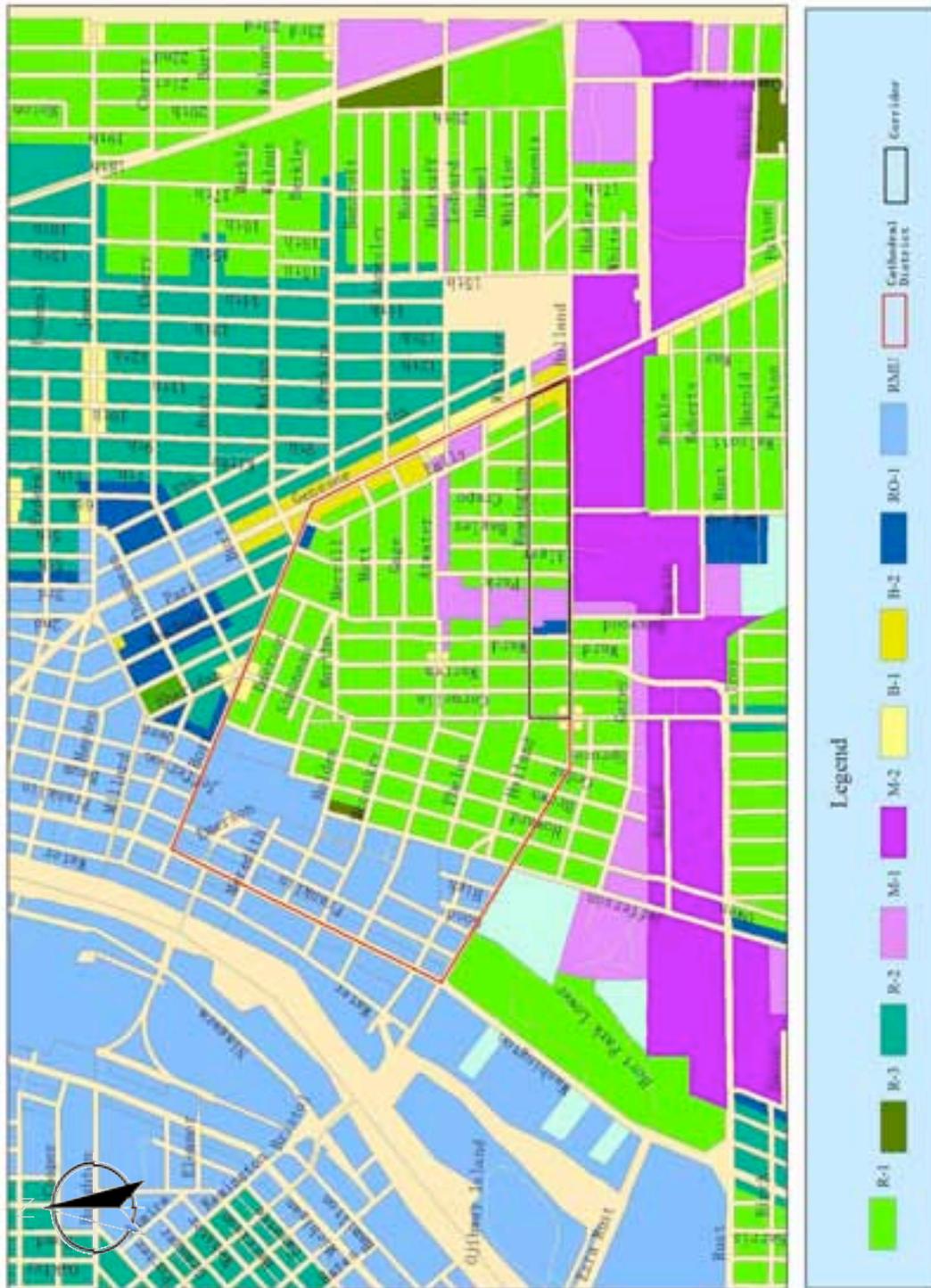
3.1 Zoning

Reviewing zoning ordinances in and around the Remington-Holland Corridor provides useful information for evaluating current conditions and the potential for future land uses. Currently, the Remington-Holland Corridor consists of a mix of mostly residential zones and some commercial zones. To the south, land uses are mainly commercial. To the north of the Corridor, the majority of the area is residential. To view zoning districts for the City of Saginaw and Cathedral District, see Maps 6 and 7, respectively.

TABLE 9: ZONING DISTRICTS	
District Code	Code Meaning
B-1. Local Business	This zone is intended to permit retail business and service uses which are needed to serve the nearby residential areas.
B-2. General Business	This district is intended to permit a wider range of business and entertainment activities than those permitted in the B-1 District.
M-1. Light Industrial	The intent of this district is to permit certain industries which are of a light manufacturing, warehousing and wholesaling character.
M-2. General Industrial	The intent of this district is to permit general industrial uses to locate in desirable areas of the City.
R-1. Single Family Residential	This district is intended primarily for single family dwellings but also allows such neighborhood uses as schools and parks.
R-2. Two Family Residential	Two family residential districts allow single family dwelling and two family dwellings and the same institutional uses that are allowed in the single family district.
RO-1. Restricted Office	This district is intended for multiple-family residential uses and also permits office uses if the city planning commission approves a special land use.

***Source: www.sagagis.org, 2008**

MAP 6: CATHEDRAL DISTRICT ZONING MAP



MAP 7: REMINGTON - HOLLAND CORRIDOR ZONING MAP



3.2 Land Use and Existing Conditions

Preliminary Information

Like much of the Cathedral District, the Remington-Holland Corridor is comprised mostly of housing units along with some commercial buildings. The two state trunklines – East Remington Street and East Holland Avenue – enclose the Corridor, creating a block-wide strip of land. The trunklines provide a connection from the I-75 interstate to St. Mary’s of Michigan Hospital and surrounding services.

After examining the statistics in the following pages, it is clear that the target area contains many structural problems as well as issues with upkeep from owners and renters. Also, many structures within the area have been classified as “blighted”. Capital Access, Inc., a private development firm hired by the City, provided the data in this section and defines blight as “clear, exterior neglect”. They highlight “structural sagging” and “broken windows” as two common aspects of blight. Also taken into account was the overall “neatness” of each site to determine which structures receive appropriate attention from the inhabitants.

There exist a significant number of vacancies, which could ease a path to new development. However, a large amount of occupied homes may exist as an obstacle. Map 9 illustrates the many vacant homes and lots that increase from west to east. The entrance from I-75 to the Corridor lies in the northeast corner, which is the future location of a gateway plan.

Using data and a preliminary site evaluation, all provided by Capital Access, Inc., an analysis of existing conditions was created; which serves as a crucial component in assessing the Remington-Holland Corridor. The following data provides exact information on the structural conditions of the site, allowing for preliminary recommendations to be determined.

Property Assessment by Type

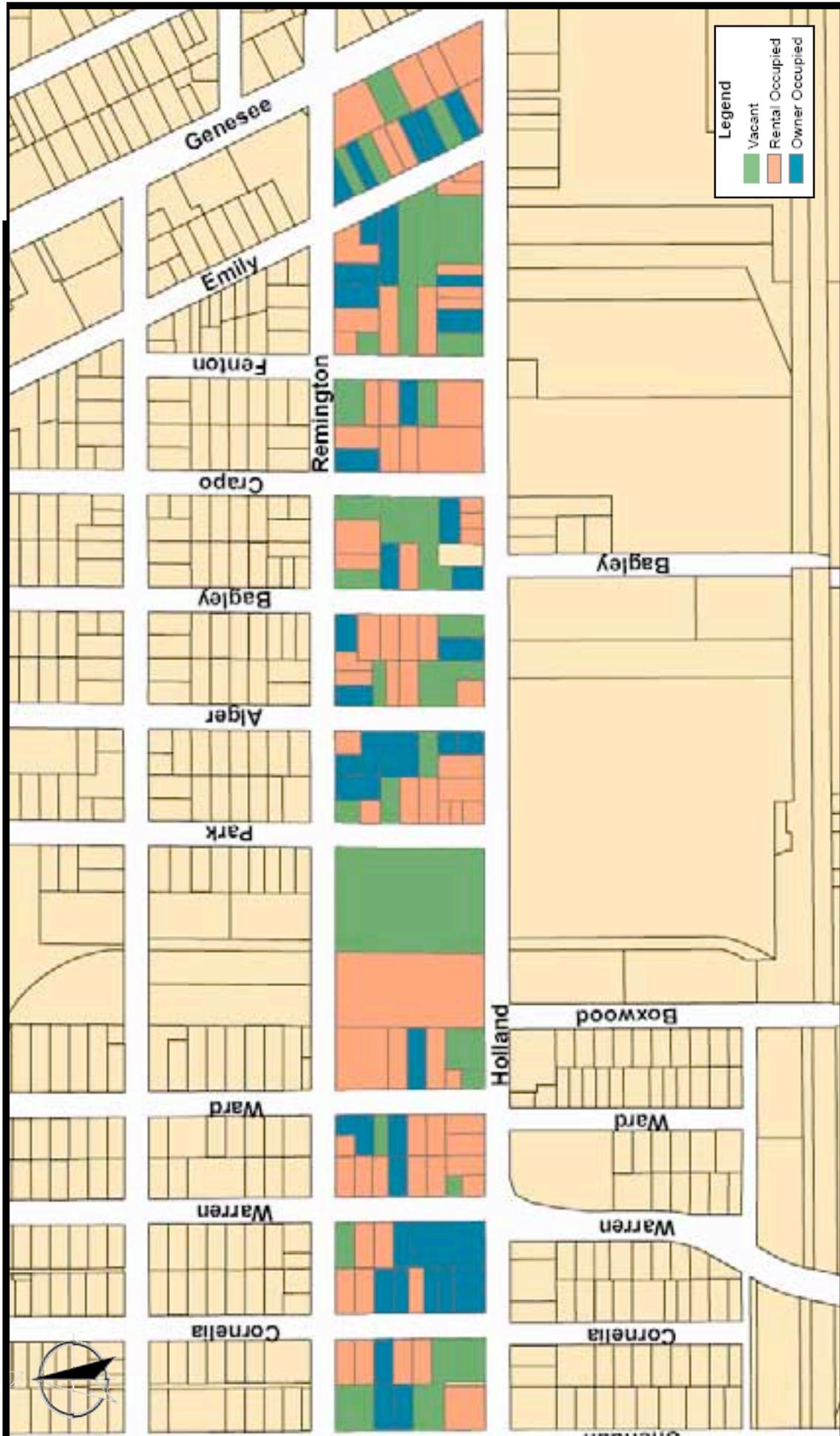
A total of 40 percent vacancy in the target area remains as a challenge for revitalization. The variety of vacancies from lots to structures provides options for the development process. The vacant lots do not require demolition and can be assigned as new construction sites or included in open space.

The vacant structures, however, will take more time to analyze. The structures must be assessed to determine if they are going to be part of the revitalization process or if they are going to be demolished, clearing room for open space or new construction. One benefit of all the vacant structures is that the City will be able to obtain them easier than if they had inhabitants. See Map 8 for properties by type.

TABLE 10: PROPERTY BY TYPE		
	Number	Percent
Vacant Lot	50	30%
Vacant Structure	17	10%
Occupied Structure	98	59%
Total	165	100%

***Source: Cathedral District Property Analysis, Zone 3, Capital Access, Inc., 2007**

MAP 8: PROPERTY BY TYPE



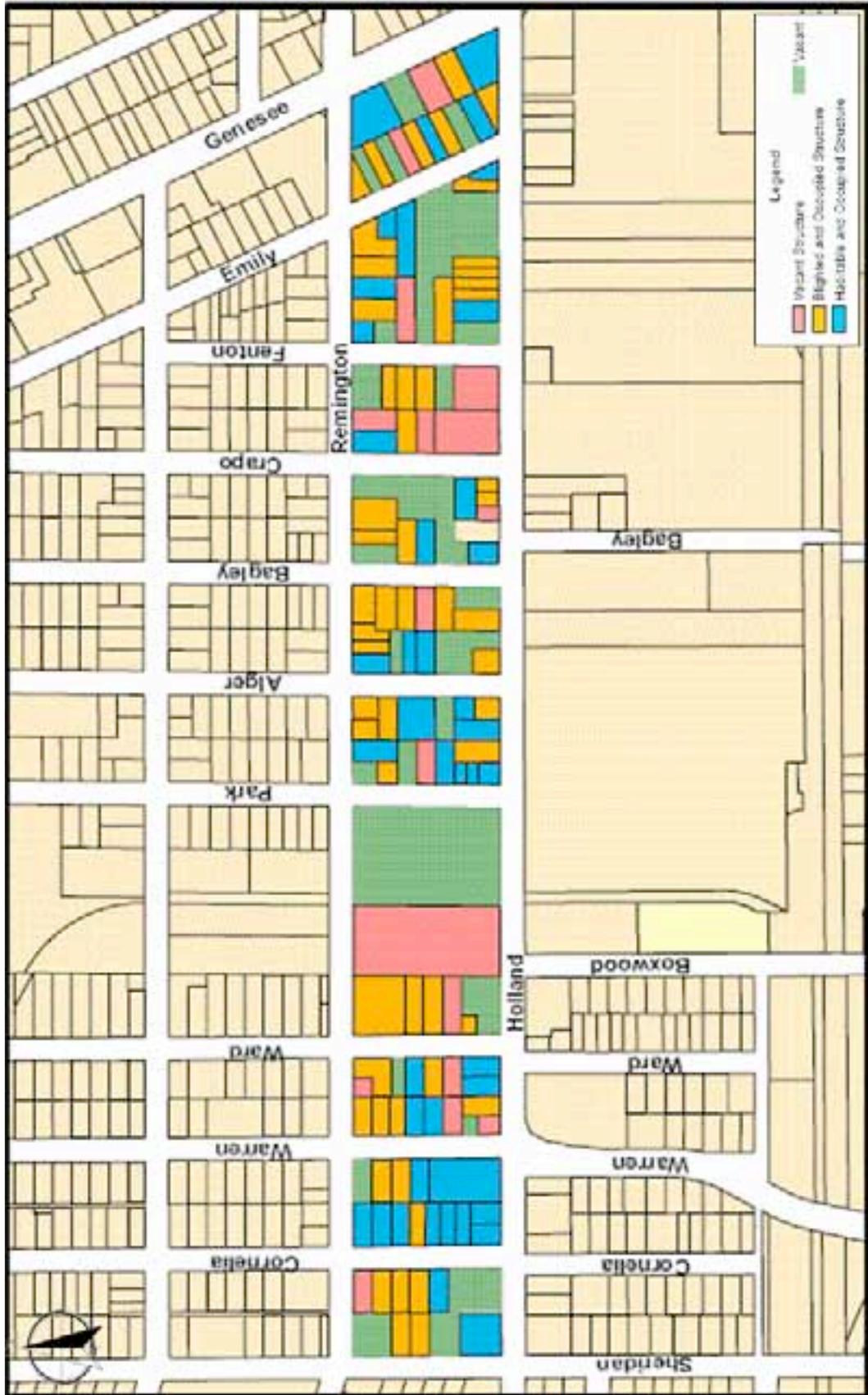
Condition and Ownership of Occupied Single-Family Units

The data in the table below shows an exact amount of the blight within Zone 3 of the Cathedral District. Interestingly, findings show more rental units than owner occupied units. However, 63% of these rental units are blighted with occupants. The amount of blight represents how owners who rent out their properties or the renters themselves are not taking care of the units. See Map 9 for the condition and ownership of occupied single-family units.

TABLE 11: CONDITION & OWNERSHIP OF OCCUPIED SINGLE-FAMILY UNITS						
*Single-family units make up 97% of the Occupied Residences in the area						
Single Family	Owner		Renter		Total	Percent Total
	Number	Percent	Number	Percent		
Habitable/Occupied	21	51.2%	17	36.2%	38	43.2 %
Blighted/Occupied	20	48.8%	30	63.8%	50	56.8%
Total	41		47		88	
Percent Total	46.6%		53.4%		100%	100%

*Source: Cathedral District Property Analysis, Zone 3, Capital Access, Inc., 2007

MAP 9: STRUCTURAL CONDITIONS MAP



Multi-Family Units & Commercial Units:

The six commercial units will be further assessed within the analysis of the market area. This analysis will allow for a conclusion to be reached examining which commercial properties are sustainable and should be retained in the final recommendation.

As stated before, single-family units comprise 97% of the occupied residential units. The other 3% are double units, with no higher density housing existing within the Remington-Holland Corridor. Consistent with the blight of the total area, 50% of the double units were classified as such.

TABLE 12: MULTI-FAMILY UNITS & COMMERCIAL UNITS			
	Habitable & Occupied	Blighted & Occupied	Total
Commercial	3	3	6
Doubles	3	3	6
Multi-Family	0	0	0

***Source: Cathedral District Property Analysis, Zone 3, Capital Access, Inc., 2007**

3.3 Assessment of Aesthetics, Street and Housing Conditions

In assessing the conditions of the Remington-Holland Corridor, it was observed that each street running north and south is primarily residential; only containing a few commercial structures at the meeting of East Remington and Holland Avenues. Exterior observations were assessed according to road conditions, housing conditions and aesthetics for the following streets:

Cornelia Street
 South Warren
 Ward Street

South Park Avenue
 Alger Street
 Bagley Street

Fenton Street
 Crapo Street
 Emily Street

Overall, the character of each street was similar; displaying slight differences in regard to the condition of homes and streets. This assessment was performed in the winter months; therefore, the evidence of snow removal was particularly of interest. Most of the homes were in poor condition. Many of the roads displayed signs of neglect however were lined with large trees, providing a canopy over the street in the warmer months. Sidewalks were cleared of snow and ice in front of the majority of homes. A detailed block assessment can be found in Appendix A.

MATRIX 1: BLOCK ASSESSMENT					
	Road Conditions	Clear Sidewalks	Housing Conditions	Trees Present	Overall Aesthetic Assessment
Cornelia Street					
South Warren Avenue					
Ward Street					
South Park Avenue					
Alger Street					
Bagley Street					
Crapo Street					
Fenton Street					
Emily Street					

LEGEND	SYMBOL
Good Condition	
Fair Condition	
Poor Condition	

3.4 Traffic Observations

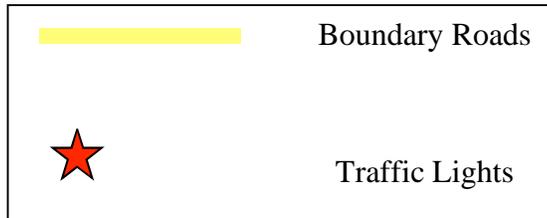
Road Specifications

The Remington-Holland Corridor is bound by a one-way pair of roads, East Remington Street and East Holland Avenue, which are each three lanes and have speed limits of 35 mph. The roads are approximately 0.7 miles long with an approximate travel time of two minutes. They are intersected at each end by Sheridan Avenue and East Genesee Avenue, which are 489 and 499 feet respectively. East Genesee and Sheridan Avenue are both two lanes in each direction, with a center turn lane. The only lights are at the intersections of these roads, as well as where East Remington and East Holland intersect South Warren Ave.

MAP 10: INTERSECTIONS AT THE REMINGTON-HOLLAND CORRIDOR

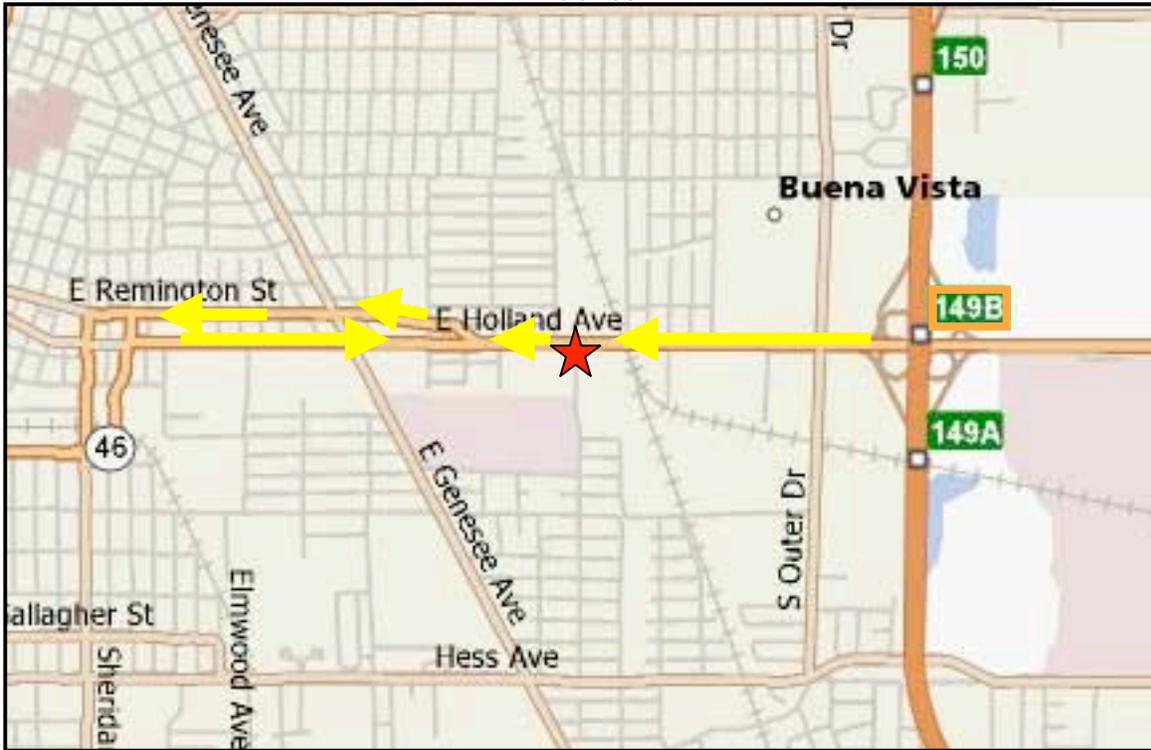


*Source: www.mapquest.com, 2008

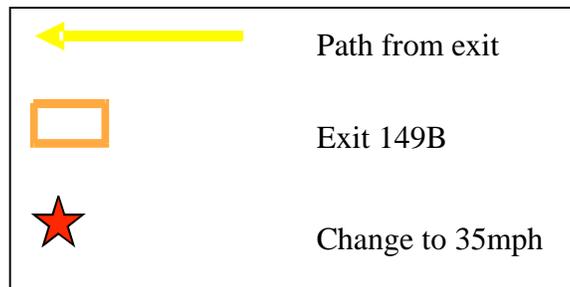


Accessibility

MAP 11: ACCESSIBILITY



*Source: www.mapquest.com, 2008



The Remington-Holland Corridor is most accessible from I-75, via Exit 149 B. Traffic exits on to a five-lane road – Holland – that is 45 mph for the first half and 35 mph for the second. After the Cumberland intersection, the I-75 Exit is 1.6 miles to the Corridor. The Corridor is connected to downtown Saginaw by East Genesee Avenue, which is less than five minutes away.

East Remington exists as the most direct path to St. Mary's of Michigan Hospital from the expressway; where markings serve to direct motorists to the Hospital. At the closest point, the Hospital is 1.1 miles, or 2 minutes and 42 seconds from the Corridor.

Road Conditions

All of the aforementioned roads are typical Michigan cement-like roads with slightly faded lines and no in-road reflectors. They are slightly deteriorated with evenly dispersed cracks and shallow divots. Both sides of all of the Remington-Holland Corridors roads are lined with narrow sidewalks; this includes the smaller residential roads throughout the Corridor. There are streetlights approximately every 50 feet along the four mentioned boundary roads.



Typical road conditions within the Remington-Holland Corridor

Traffic Patterns and Flow

The traffic along the boundary roads of the Remington-Holland Corridor is best described as having “medium” traffic patterns when compared to similar roads throughout Michigan. The roads have a medium traffic density, speed, and time spent stopped at lights. Typically, traffic speeds are higher than the posted speed of 35 mph along East Remington, with an average speed of 42 mph. However, East Holland Ave. has an average speed of exactly 35 mph. This data was gathered between 1:30pm and 2:00pm on a Wednesday. Furthermore, the traffic density increased as the day progressed.

Traffic Counts

TABLE 13: ROAD COUNTS FOR EAST GENESEE AVENUE (SOUTH OF REMINGTON) ON 09/14/04			
	Ave. Weekday	AM Peek	PM Peek
North Bound	8064	552	702
South Bound	10576	652	928

***Source: MDOT, 2008**

Table 13 shows the average number of cars recorded on East Genesee Avenue, south of Remington and north of Holland, for a one-hour period. The data shows that at least 10,576 people drive past the Remington-Holland Corridor on East Genesee Avenue each day, indicating a large potential consumer base for the east end of the Corridor.

TABLE 14: CORRIDOR TRAFFIC COUNTS, 2004		
From	To	Annual Average Daily Traffic
REMINGTON & SHERIDAN	GENESEE ST	10353
WARREN & HOLLAND	GENESEE ST	9102

***Source: MDOT, 2008**

Table 14 shows that over 10,000 people are driving through the Corridor each day; indicating a sufficient traffic flow to support a wide arrange of potential businesses.

The amount of traffic is a potential problem for improving and encouraging walkability. When this data is combined with the observation that the average speed of Remington Avenue is 42 mph, crossing the road or walking along it could be unsafe.

Chapter 4:

Business Assessment

For the site assessment, observing the current condition and location of existing businesses provides useful information on the physical character of current retail uses. In addition, surveying current business owners presents observations in and around the Remington-Holland Corridor from a retailer's perspective. Observing retail trends in the target area is essential to successfully revitalize and develop new retail spaces in the Remington-Holland Corridor. Therefore, a retail market analysis is necessary to identify the opportunities for future development of the retail base. Analyzing the supply and demand of goods and services outlines the market relationship between prospective sellers and buyers in the Corridor and surrounding areas while providing insight on market interactions. To complete the market assessment, the major stakeholders and impact of health services was examined to analyze the major sources of employment and investment capital in the Cathedral District.

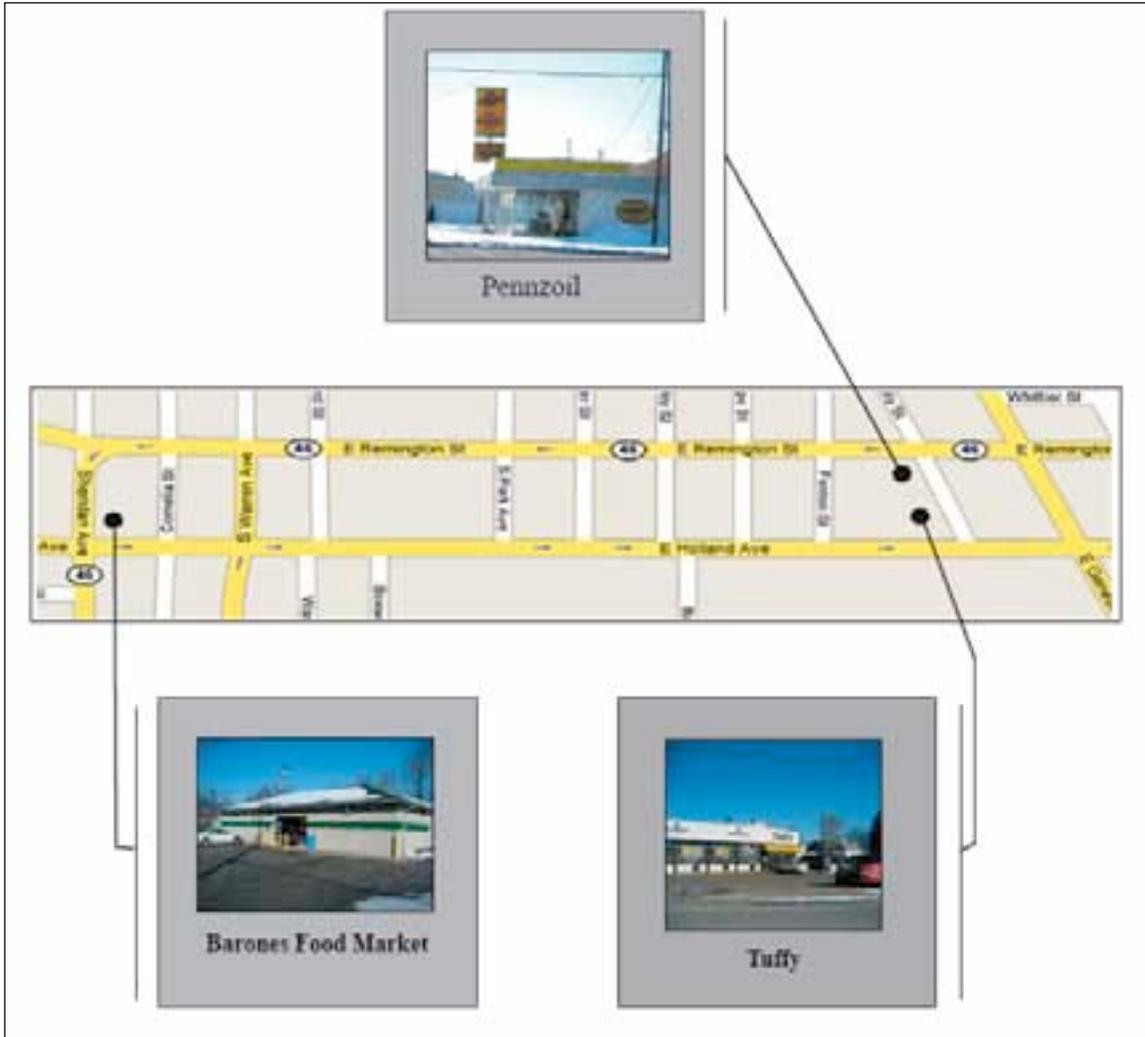
4.1 Site Assessment of Existing Businesses

Before retail uses for the Remington-Holland Corridor can be recommended, the location and viability of existing businesses must be examined. In addition, observations from a retailing perspective aids in explaining business owners' decision to locate, the character of their customer base, and suggestions for new development.

Existing Businesses in the Remington-Holland Corridor and Surrounding Area

The Corridor contains many vacant buildings that were once thriving businesses. Now, these businesses exist merely as a memory; marked by blighted factories and dilapidated structures. On the other hand, three businesses in the Corridor seem to be operating successfully. Two of the businesses are automotive related: Tuffy and Pennzoil. The other business exists as a convenience store: Barones Food Market. All three businesses seem to be in good to fair physical condition. For the area surrounding the Corridor, the majority of businesses are automotive and fast food related. These businesses are also in good to fair physical condition. See Maps 12 and 13 to gain a sense of the physical condition and location of existing businesses in and surrounding Corridor.

MAP 12: EXISTING BUSINESSES WITHIN THE REMINGTON-HOLLAND CORRIDOR



*Source: www.maps.google.com, 2008

MAP 13: EXISTING BUSINESSES SURROUNDING THE REMINGTON-HOLLAND CORRIDOR



*Source: www.maps.google.com, 2008

Observations from a Retailing Perspective

Establishing the Remington-Holland Corridor as retail destination would be most ideal. Thus far, it is evident that the Corridor would benefit from offering a wider variety of businesses. Business owners exist as key players in determining the potential for retail development, and should be considered to determine the potential for new retail land uses. The following list outlines the potential insights from the questionnaire:

- Sources of competition
- Identification of opportunities from key destinations
- Potential for new retail land uses with no main destination
- Opportunities to expand local patronage or customer loyalty
- Key areas to improve

Examining the reasons why business owners have chosen a particular location and the character of their customer base offers observation on retailing that can not be provided by data. Therefore, a business questionnaire was completed by 8 businesses in and around the Corridor to gain observations from a retailer's perspectives. Table 15 outlines the results from the questionnaire.

TABLE 15: BUSINESS QUESTIONNAIRE									
Business Name	Business Type	Years of Operation	Reason for Location	Location of Customers	Age of Customers	Customer Loyalty	Number of Employees	Employee's Place of Residence	Major Competition
Atlanta Chicken and Biscuit	Fast Food	0-5	Customer Base	Surrounding Neighborhood	18-35	Yes	5-10	Within the City of Saginaw	Fast Food
Autovision Rimworld	Automotive	10-15	Saginaw Native	Within and Outside the City of Saginaw	35+	Yes	1-3	Within and Outside the City of Saginaw	A1 Used Tires, Wheels & Deals, Mr. Tire
Barones Food Mart	Convenience	5-10	Customer Base	Within the City of Saginaw	All Ages	Yes	1-3	Outside the City of Saginaw	None
Holiday Party Store	Convenience	0-5	Customer Base	Surrounding Neighborhood	18-35	Yes	1-3	Within the City of Saginaw	Food Basket Grocery Stores
International Quality Control, Inc.	Storage	0-5	Customer Base and Location	Within and Outside the City of Saginaw	All Ages	Yes	15+	Within and Outside the City of Saginaw	None
Muffler Man	Automotive	20+	Customer Base	Within the City of Saginaw	All Ages	Yes	5-10	Outside the City of Saginaw	Discount Muffler
Tuffy	Automotive	20+	Location	Within the City of Saginaw	All Ages	Yes	3-5	Within the City of Saginaw	Muffler Man

Automotive Related Businesses

The majority of businesses surveyed are automotive related. From the business owner's observations, the automotive related businesses have been operating for the greatest number of years; marking a stable demand for automotive related services. In addition, automotive related businesses draw the majority of income from customers within Saginaw, display customer loyalty, and employ workers from Saginaw and surrounding areas. Business owners have chosen to locate in and around the Corridor for a variety of reasons; mainly due to the customer base and location. Major competitors are other automotive service, parts and tire businesses located along East Genesee Avenue. Overall, the Remington-Holland Corridor contains thriving automotive related businesses with an adequate demand of services from a reliable customer base.

Convenience Stores

Convenience stores exist as the second greatest retail use in and around the Corridor. Convenience stores have not been operating as long as automotive related businesses, and therefore do not exhibit the same level of demand. Yet, the convenience store owners have chosen their location based on the customer base. Interestingly, the convenience store located in the Corridor – Barones Food Mart – burned down a few years ago and recently rebuilt a new store. The effort to rebuild Barones marks a positive effort by the business owner, who felt building a new store in the Corridor would be worth the investment. Furthermore, Barones does not have any major competitors in the area.

Fast Food

From the business owner's observational point of view, fast food businesses mark the character of food and beverage services surrounding the Corridor. Fast food businesses have a low number of years of operation and draw the majority of customers from surrounding neighborhoods. The main competition for fast food restaurants are other fast food restaurants located within Saginaw.

Desired Retail Uses for the Remington-Holland Corridor

The last question of the business questionnaire asked owners to comment on what new retail uses they would like to see in the Corridor. Business owners who operate in and around the Corridor were asked to make suggestions based on their observation from a retailing perspective. Therefore, suggestions from business owners provide ideal implications on what employees and residents from Saginaw believe the Corridor can support. The following list presents desired retail uses from a retailer's perspective:

- a mixture of services
- convenience shopping
- a hardware store, such as Home Depot
- safe entertainment
- a new plant with better jobs
- fast food
- clubs
- strip joint
- a major grocery store
- Applebee's
- Popeye's
- less liquor stores

4.2 Retail Market Analysis

Although the site assessment of existing businesses presents useful information on the physical character of businesses and observations from a retailing perspective, a detailed look at market trends will provide more comprehensive information on the Corridor's retail environment from both the demand and supply side. The purpose of conducting a retail market analysis is to define the market potential and target industries to attract to the Corridor. In order to ensure the purposes of the retail market analysis are covered, quantitative and qualitative methods were analyzed in five steps:

- Market Area Definition
- Overview of Methods
- Existing Businesses by Drive Time
- Trade Area Summaries
- Opportunities for Retail Development

The main goal of the market analysis is to identify underserved market demand and market gaps that mark a potential for new development. To begin, the market area must be defined.

Market Area Definition

The information source – Environmental Systems Research Institute (ESRI) – was used to define the market areas served by residents in and surrounding the Corridor. The purpose of studying different market rings is to represent the core geography from which merchants attract customers. Drive time is the number of minutes it takes to drive to a point (in this case, to retail uses from the Corridor) based on the road network in the region. Three drive times (2, 5, and 10 minutes) from the Remington-Holland Corridor were analyzed to evaluate the supply and demand of goods and services (See Map 14). The 2 minute drive time area on the map on the following page provides a geographical reference to evaluate the purpose of daily convenience shopping for residents living in and around the Corridor. However, for purposes of comparison-shopping, 5 and 10 minute drive times were evaluated.

Overview of Methods

Analyzing drive times from the Remington-Holland Corridor is useful when evaluating the market for goods and services consumed on the basis of convenience or location (i.e. groceries and auto parts). To gain a better understanding of the market trends, a look at the number of existing businesses for the three drive times is essential. Observing drive times around the Corridor relative to surrounding neighborhoods will aid in determining which industry groups the Corridor’s residents are willing to travel to. While the drive time analysis cannot predict shopping preferences for individuals, it does define the geographic potential to capture retail dollars. Based on the drive times, a sales gap analysis was conducted using data from ESRI. The purpose of a sales gap analysis is to identify the industry groups with unmet market demand by comparing retail sales to retail potential for the three drive times. Based on the sales gap analysis, potential retail uses were identified by observing the surplus or leakage of each industry group.

Existing Businesses by Drive Time

By examining the number of existing business for each drive time, one can evaluate the supply and location of retail uses in relation to the Corridor. Businesses within a 2 minute drive time represent retail uses that residents living in and around the Corridor can walk to. Whereas, businesses within a 5 and 10 minute drive time represent retail uses that are close enough to serve residents living in around the Corridor, but require transportation (See Table 16).

TABLE 16: NUMBER OF BUSINESSES			
Industry Group	Drive Times		
	2 Minutes	5 Minutes	10 Minutes
Motor Vehicle & Parts Dealers	2	19	54
Furniture & Home Furnishings	0	3	27
Electronics & Appliance Stores	0	8	43
Bldg Materials, Garden Equip. & Supply Stores	1	14	55
Food & Beverage Stores	4	34	72
Health & Personal Care Stores	2	19	58
Gasoline Stations	1	10	36
Clothing and Clothing Accessories Store	4	28	88
Sporting Goods, Hobby, Book, and Music Stores	1	11	38
General Merchandise Stores	3	12	36
Miscellaneous Store Retailers	6	38	110
Nonstore Retailers	0	5	10
Food Services & Drinking Places	5	79	208

***Source: ESRI, 2007**

The majority of businesses within a 2 minute drive time are Food Services & Drinking Places; of which, four business are categorized as Limited-Service Eating Places. See Appendix B for a complete breakdown of businesses in each industry group. Compared to the 5 and 10 minute drive times, there are no Furniture & Home Furnishings, Electronics & Appliance Stores, and Non-store Retailers within a 2 minute drive.

However, individuals shopping for furniture and electronics are unlikely to walk to these retail uses due to the amount of labor needed to transport furniture and electronic items. Therefore, an examination of the retail trade area summaries will provide information of retail uses that are underserved by the Corridor.

Trade Area Summaries

The Remington-Holland Corridor has three customer segments (2, 5, and 10 minute drive times) whose income and spending patterns drive retail market demand and define the Corridor's market potential. The goal of this section is to identify underserved market demand or leakage, and market surplus for each of the three drive times. Underserved market demand represents the potential industry groups for new retail uses in the Corridor, based on unmet demand. Whereas, market surplus represent the industry groups that are least likely to be supported by consumers in the area (See Appendix B).

2 Minute Drive Time: Underserved Market Demand

- Automotive Dealers
- Other Motor Vehicle Dealers
- Furniture Stores
- Home Furnishing Stores
- Lawn and Garden Equipment and Supplies Stores
- Sporting Goods/Hobby/Musical Instrument Stores
- Electronic Shopping and Mail Order Houses
- Vending Machine Operators
- Direct Selling Establishment
- Full Service Restaurants
- Electronics and Appliance Stores
- Special Food Services
- Department Stores
- Grocery Stores
- Building Material and Supplies Dealers
- Limited Eating Service Places
- Specialty Food Stores

2 Minute Drive Time: Market Surplus

- Auto Parts, Accessories, and Tire Stores
- Beer, Wine, and Liquor Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing Stores
- Shoe Stores
- Jewelry, Luggage, and Leather Goods Stores
- Book, Periodical, and Music Stores
- Other General Merchandise Stores

- Florists
- Office Supplies, Stationery, and Gift Stores
- Used Merchandise Stores
- Other Miscellaneous Store Retailers
- Drinking Places (Alcoholic Beverages)

5 Minute Drive Time: Underserved Market Demand

- Automobile Dealers
- Other Motor Vehicle Dealers
- Home Furnishings Stores
- Electronics & Appliance Stores
- Building Material and Supplies Dealers
- Grocery Stores
- Book, Periodical, and Music Stores
- Department Stores (Excluding Leased Depts.)
- Electronic Shopping and Mail-Order Houses
- Special Food Services

5 Minute Drive Time: Market Surplus

- Auto Parts, Accessories, and Tire Stores
- Furniture Stores
- Lawn and Garden Equipment and Supplies Stores
- Specialty Food Stores
- Beer, Wine, and Liquor Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing Stores
- Shoe Stores
- Jewelry, Luggage, and Leather Goods Stores
- Sporting Goods/Hobby/Musical Instrument Stores
- Other General Merchandise Stores
- Florists
- Office Supplies, Stationery, and Gift Stores
- Used Merchandise Stores
- Other Miscellaneous Store Retailers
- Vending Machine Operators
- Direct Selling Establishments
- Full-Service Restaurants
- Limited-Service Eating Places
- Drinking Places (Alcoholic Beverages)

10-Minute Drive Time: Underserved Market Demand

- Automobile Dealers
- Other Motor Vehicle Dealers

- Book, Periodical, and Music Stores
- Limited-Service Eating Places
- Special Food Services

10-Minute Drive Time: Market Surplus

- Auto Parts, Accessories, and Tire Stores
- Furniture Stores
- Home Furnishings Stores
- Electronics & Appliance Stores
- Building Material and Supplies Dealers
- Lawn and Garden Equipment and Supplies Stores
- Grocery Stores
- Specialty Food Stores
- Beer, Wine, and Liquor Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing Stores
- Shoe Stores
- Jewelry, Luggage, and Leather Goods Stores
- Sporting Goods/Hobby/Musical Instrument Stores
- Department Stores (Excluding Leased Depts.)
- Other General Merchandise Stores
- Florists
- Office Supplies, Stationery, and Gift Stores
- Used Merchandise Stores
- Other Miscellaneous Store Retailers
- Electronic Shopping and Mail-Order Houses
- Vending Machine Operators
- Direct Selling Establishments
- Full-Service Restaurants
- Drinking Establishments (Alcoholic Beverages)

Opportunities for Retail Development

While a demand exists for the business types listed above, it is important to consider the retail uses that residents are willing to travel to. For example, residents will be reluctant to walk to a furniture store because of the associated transportation implications with carrying furniture items back to their place of residence. In addition, to develop a section of the Corridor into a retail destination, industry groups within a 5 and 10 minute drive time with unmet demand were evaluated. Based on the evaluation, the following list represents business types that have the greatest potential or opportunity for development in the Corridor:

- Sporting Goods/Hobby/Musical Instrument Stores
- Full Service Restaurants
- Special Food Services

- Grocery Stores
- Limited Eating Service Places
- Specialty Food Stores

4.3 Stakeholders

While it is important to analyze the existing businesses surrounding the Corridor, a market assessment would not be complete without an examination of the major stakeholders in the adjacent areas. The stakeholders listed in Table 17 provide considerable employment and investment capital to Saginaw.

Located east of I-75 – a few miles from the Remington-Holland Corridor – is Delphi automotive, which employs 4,600 people, making it the largest employer in Saginaw County. In addition, Covenant HealthCare and St. Mary’s of Michigan combined provide 6,815 jobs to the area, proving that the health services industry is a major contributor to the employment of the County.

TABLE 17: TOP 10 EMPLOYERS FOR SAGINAW COUNTY		
Employer Name	Type of Business	Number of Employees
Delphi	Automotive	4,600
Covenant HealthCare	Medical	4,129
St. Mary’s of Michigan	Medical	2,686
General Motors Powertrain	Automotive	1,700
Saginaw Public Schools	Education	1,588
AT&T	Communication	1,273
Frankenmuth Bavarian Inn Inc.	Restaurant, Hotel	1,000
Hemlock Semiconductor Corporation	Polycrystalline Silicon	1,000
Meijer	Department Store	825
County of Saginaw	Government	720
Saginaw Valley State University	Education	704

***Source: SFI, 2007**

MAP 17: STAKEHOLDERS



Community Leaders

To gain an understanding of the demand and interest in the Cathedral District, interviews were conducted with community leaders that have been active within the District for more than fifteen years. The interviews also acted as a forum for collecting suggestions regarding the future development of the Remington-Holland Corridor.

The following points outline the ideas of the community leaders pertaining to the redevelopment of the Corridor:

- Encourage the availability of fresh food that can be accessed year round (e.g. Eastern Market of Detroit)
- Create a variety of healthy food choices, catering to specific diets
- Improve municipal services within the Cathedral District (e.g. road maintenance)
- “Think globally and act locally”
- Propose development of pharmaceutical services to assist the healthcare industry
- Propose development of a family oriented dining destination (e.g. Applebee’s)
- Propose development of a recreational park that would provide organized activities for children
- Promote physical activity by including bicycle paths and running tracks throughout the proposed open space

4.4 Impact of Health Services

The data included in this section proves that the health services industry has an immense economic impact on Saginaw County. As shown previously in Table 17, Covenant HealthCare and St. Mary’s of Michigan together employ 6,185 people - 2,215 more than the number one employer, Delphi.

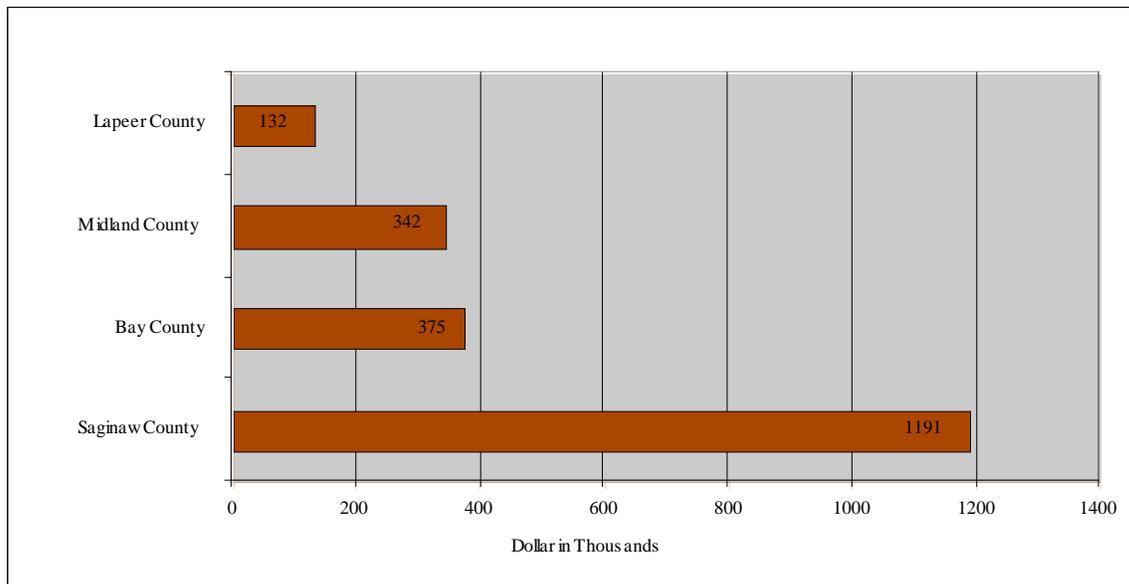
According to the American Hospital Association (AHA) health services include hospitals, physicians, dentists, nursing and residential care facilities, and home health services (MHA, 2004). Direct jobs pertain to those at hospitals and health centers, dental offices, and residential care facilities. Indirect jobs refer to those created because of the capital generated by the direct jobs in the health services industry, and are calculated by using the multiplier effect. Table 18 provides specific data regarding direct and indirect jobs, along with the amount of capital generated by the health services industry.

TABLE 18: SAGINAW COUNTY LOCAL ECONOMIC IMPACT OF HEALTH CARE, 2004			
	Direct Jobs	Indirect Jobs	Total
Number of Employees	14,749	6,437	21,186
Wages & Salaries	\$650,113,985	\$181,346,584	\$831,460,569
Federal, State & Local Tax Revenue Generated			\$204,560,317
Economic Impact of the Health Care Sector			\$119,126,5340

***Source: American Hospital Association, 2004**

The East Central Michigan Regional Skills Alliance, which is comprised of fifteen counties, completed a report in 2006 stating that 1:10 jobs within the region are healthcare related (MiRSA, 2006). Compared to the fourteen other counties in this region, Saginaw is impacted significantly more by the healthcare industry.

GRAPH 4: ECONOMIC IMPACT OF HEALTH CARE INDUSTRY



***Source: MHA, 2007**

St. Mary's of Michigan

St. Mary's of Michigan is the third largest employer in Saginaw and is a vital component of our research. St. Mary's of Michigan Main facility is the closest stakeholder to the Remington-Holland Corridor, located just 1.1 miles away. The facility contains 268 licensed beds with an overnight capacity of 190, according to Ken Santa, Manager of Media and Communications for St. Mary's of Michigan. St. Mary's also sees an average of 55,000 patients per year, excluding the in-out patients for x-ray and emergency. (Santa, Personal Interview, 2008)

Presently, the facility is working on an expansion of their interior medical center. Within the Hospital basic amenities are offered, including a cafeteria and coffee shop. Two restaurants, located in close proximity to the Hospital, have recently closed. These restaurants were used daily by the Hospital's employees, who are now forced to find other options for food. The proximity of the Corridor to the Hospital could be utilized to develop retail and restaurants that would directly serve the employees. (Santa, Personal Interview, 2008)

Employee Location Data

Since the health industry is so prevalent in Saginaw and is led by St. Mary's of Michigan, it is important to include information on the location of its employees. Middle to high-income professionals can contribute greatly to the success of the newly developed Remington-Holland Corridor. Therefore, knowledge of their location and daily routes to work are very important to the development process.

The five locations that contained the largest amount of employees were chosen to examine where the highest volume of commuters to St. Mary's Hospital is located. The amount of employees that pass through the Corridor is a key component of this assessment because it will allow for the formulation of strong, well-informed recommendations based on the volume of employee traffic.

TABLE 19: ST. MARY'S EMPLOYEE LOCATION DATA			
Postal Code	City	Count of City	Average Income
48601*	Saginaw/Bridgeport	224	\$26,833
48602	Saginaw	206	\$28,608
48603	Saginaw	276	\$39,762
48706	Bay City	146	\$31,990
48708*	Bay City	90	\$28,506
Grand Total		942	\$31,140

*Source: Financial Services, St. Mary's of Michigan, 2008

Out of the five areas assessed, two of them (Table 19) were located east of the hospital, placing the Remington-Holland Corridor along the most plausible route to work. The other three locations with the highest volume were all located on the west side of the Saginaw River, completely excluding those employees from passing through the Corridor.

Sparrow Hospital Case Study

The proximity of St. Mary's of Michigan to the Remington-Holland Corridor may prove to be beneficial when designating land uses for the area. Land uses related to the hospital and the health community could form a partnership between the two locations and increase the probability of success with the Corridor's new developments. Examining Sparrow Hospital in Lansing, Michigan provides for insight on what uses surround a very similar hospital to St. Mary's of Michigan.

Sparrow hospital is located downtown in Lansing, Michigan, a similar location to St. Mary's of Michigan in Saginaw. Sparrow Hospital is a 687 bed teaching hospital, with regional centers for: Cancer, Children, Diabetes, Neuroscience, Trauma/ER, Prenatal and Neonatal Intensive Care (sparrow, 2008).



***Source: www.sparrow.org, 2008**

Sparrow Hospital is located on Michigan Avenue, which serves as the major road into downtown Lansing. Along Michigan Avenue there are a variety of businesses and land uses. To examine the possible effect that Sparrow would have on the surrounding land uses, an assessment of the area one mile in each direction along Michigan Avenue was performed. The businesses located in the assessment area include:

- Three (3) private doctor offices
- Two (2) child care centers
- Two (2) pharmacies (Sparrow Pharmacy and Rite Aid)
- Women's health center
- Cardiology center
- Children's Cardiology center
- Nursing Home/Hospice
- Physician Health Care center
- Medical Arts center
- Health care equipment
- Ambulance supply store
- Kentucky Fried Chicken
- Gas Station

Apart from these privately owned businesses, there are others that have a direct affiliation with Sparrow Hospital. These businesses include:

- Sparrow Pharmacy
- Sparrow Regional Medical Supply
- Sparrow Materials Management/Public Relations
- Sparrow Foundation

After speaking with the business owners in the area, a clear relation to Sparrow Hospital is apparent. The three private practices all claimed to be affiliated with Sparrow Hospital, mostly in patient referral and resources. The owners also said that the close proximity of their practices to Sparrow was most beneficial. Many of the other services, such as the Women's Health Center and the Hospice, serve the outpatients of Sparrow Hospital. The supply stores are also located in proximity in order to best serve the large operation of the Hospital and the surrounding private practices. These businesses provide direct, health-related services to the Hospital. They were all operating successfully and claimed that they have benefited from their proximity to Sparrow.

Using this case study as an example, recommendations for health-related services within the Remington-Holland Corridor seem far more probable. There is also reason to believe these services could be successful based on the already prominent health service industries located along the Saginaw River, adjacent to St. Mary's of Michigan. Collaborative efforts will be made to ensure the most feasible and constructive businesses will be located in the Corridor to assist St. Mary's and to foster private business owners.

Chapter 5: Framing the Issues

5.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT)

After gathering information on the existing conditions in the Remington-Holland Corridor, a SWOT analysis was compiled. This analysis will take into consideration the following methods in order to create a comprehensive list of the dynamics within the Corridor:

- On-site observations
- Current land uses
- Existing structural conditions
- Housing conditions
- Road conditions
- Demographic analysis
- Market conditions/trends
- Existing businesses/stakeholders



Current Housing Conditions



Current Retail Conditions

These factors proved to be key components when compiling an overall site assessment. The SWOT analysis on the following page lists the issues within the Corridor and its surrounding areas, providing clear insight on the conditions of the area.

<p>Strengths:</p> <ul style="list-style-type: none"> • Historic homes and businesses in the surrounding area offer a potential for preservation of tradition and history within the Cathedral District and the Corridor • High percentage of vacant lots will allow development to commence promptly and progress efficiently • The proximity to St. Mary's of Michigan provides a ripple effect of business opportunities • Mid to high-income employees of the Hospital will fuel the success of the retail in the development • Easy access to I-75 offers industrial and commercial business necessary egress 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • High percentage of blighted homes and businesses • Vacant lots that if not developed will remain an eyesore on community • Low income of residents in area • Crime • Lack of commercial and retail usable by both low income residents and medium to high income employees and visitors of hospital • 35 mph one-way trunk lines funneling from expressway are not ideal for walkability, neighborhoods, or retail space • Lack of funding/investment from the City and surrounding stakeholders
<p>Opportunities:</p> <ul style="list-style-type: none"> • Proximity to St. Mary's of Michigan could be beneficial to the Corridor through investment aiming to develop private practices, exercise facilities, markets, etc. • State trunklines could be ideal for industry and large commercial developments that need easy egress for shipping and large amounts of traffic • High percentage of vacant structures/lots will make development easier because less time will be taken with relocating residents • Surrounding historic sites could become a design standard within the Corridor to give the area a harmonious aesthetic element • Neighborhood organizations could be founded to organize a grassroots effort by the citizens to revitalize the area • Open spaces could become parks that would exist as low cost developments and could operate successfully with minimal funding 	<p>Threats:</p> <ul style="list-style-type: none"> • High traffic flows and speeds may threaten the ability to increase walkability within and around the area • The area could become a place where crime locates and increases • Low income residents in the area may make businesses reluctant to join the development because a lack of capital • Low income residents may not be able to support businesses that locate within the area, forcing owners to close • Crime and traffic may threaten the safety of children that utilize the area • Difficulties in altering state roads may effect what can be done with the area as a whole • The development of the Corridor may garner opposition from residents, largely due to the demolition of the housing within the area

5.2 Summary of Findings

The City of Saginaw Planning Commission is seeking to revitalize the Remington-Holland Corridor in the Cathedral District. The following bullets frame the issues according to the research and should be considered when evaluating the best practices in Section 5.3. Furthermore, the issues below directly correlate with the preliminary recommendations found in Chapter 6.

History

- 1970-1990: 30% population decline, period of disinvestment in housing, drop in employment rates due to decline in auto industry (could benefit from new employment opportunities and employment resources)
- Increased crime rates reflect greater social inequities
- Cathedral District's inherent character is from its many historically registered homes
- M-46 was originally designed to serve local residents, and then altered into two one-way state trunklines to serve traffic flowing from I-75

Regional Socio-Economic Profile

- 1990 to 2000: City's population decreased by 11.1%, versus an increase in the State of Michigan's population by 6.9%
- Remington-Holland Corridor's racial distribution is 76% African American
- Implementation of educational facilities could boost the current low educational attainment
- 1999 average household income was \$26,485 for the City and \$14,395 for the Cathedral District – potential for more economic investment
- Low-income levels denote a low spending potential - new developments should steer away from high cost retail or food services
- Unemployment rate: Saginaw – 7.7%, Cathedral District – 18.4%
- 2.9 % of residents use public transportation – bus services could be more efficient and have more points of access to improve ridership
- 11.1% of residents walking to work could benefit from additional pedestrian-friendly amenities
- > 80% of residents commute - new development requires adequate parking
- Population geared toward occupations in the Service industry, mostly related in health and education services – these jobs require a higher educational attainment

Existing Conditions

- Corridor currently zoned mostly as light industrial and single family residential
- Zoning: South of Corridor - general industry, North - single family
- 40% of the Corridor is vacant - opportunity for significant land use development
- 59% of homes - occupied, current homes must be evaluated on the basis of condition
- 56.8% of homes - blighted and occupied (need for revitalization, structural improvements and maintenance programs)
- 43.2% of homes- habitable and occupied, shows population capable of sustaining a new neighborhood image

- 53.4% of homes- renter occupied, attitude to defer maintenance apparent
- 46.6% of homes- owner occupied housing, more attention given to improve neighborhood image and property values – near Sheridan end of Corridor
- Road conditions are poor - could benefit from increased maintenance
- Aesthetically, there exists a need for cohesive streetscapes - maintained homes are not consistent throughout

Traffic

- Upon exiting I-75 high speeds are maintained along Remington; lack of visual clues motorists are entering a residential area
- Remington and Holland are one-way roads
- Remington and Holland– are high density capacity roads in a residential area
- No safe accessibility or crosswalks to get to the site
- Narrow sidewalks are not conducive for pedestrians
- Good accessibility- route taken to get to and from the hospital and downtown Saginaw

Retail

- Retail in Corridor - good or fair physical condition
- Businesses surrounding Corridor - range of physical conditions
- Majority of businesses are automotive and convenience related
- Most feasible request: convenience shopping, a mixture of services, safe entertainment, a major grocery store
- Retailing perspective: high degree of customer loyalty (customers from Saginaw and surrounding areas)
- Industry groups with unmet demand: Sporting Goods/Hobby/Musical Instrument Store, Full Service Restaurants, Special Food Services, Grocery Stores, Limited Eating Service Places, and Specialty Food Stores

Stakeholders

- Top 3 employers surrounding the target area: Delphi, Covenant Health Care, St. Mary's of Michigan - should implement retail towards serving those employees
- Community leaders support: year-round fresh food markets, sit down restaurants, a specialty food market, open space for physical activities, and extracurricular programs geared towards local school children.

Impact of Health Services

- St. Mary's of Michigan serves the majority of northern Michigan - the Corridor could implement retail uses to serve visitors and employees of hospital
- St. Mary's has a high economic impact on the Corridor - any new development into target area will continually be supported by this direct economic input
- Zip code analysis from health care employees: most drive from areas surrounding the Corridor –found to have income levels higher than those living within the Corridor implying a higher spending potential to support new retail uses

5.3 Best Practices

The issues noted in Section 5.2 highlight three main areas of focus: land use, gateway, and traffic. Although these issues have been analyzed in detail it is essential to examine how other cities have dealt with similar issues. The following sections show examples of best practices from cities around the United States, separated into the three areas of focus. These studies give examples of how the issues within the Remington-Holland Corridor can be solved with efficient and risk-free methods.

Land Use

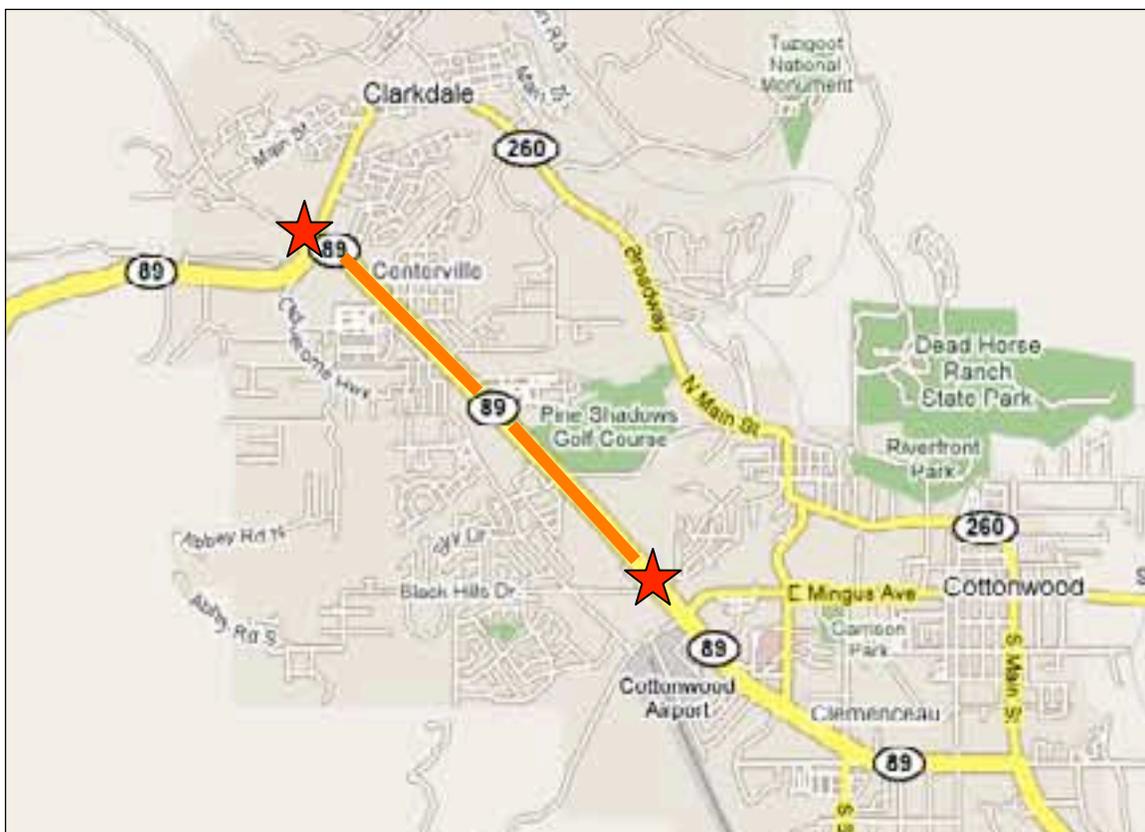
The Remington-Holland Corridor exists as an island of land in between two state trunklines, where choosing the most suitable land uses presents a greater challenge. Currently, the Corridor is not pedestrian friendly, contains several vacant homes, and continues to yield low property values; showing that the current residential mix is need of revitalization efforts. However, limited space, market demand, and conflicting land uses make planning for industrial and large commercial uses impractical. Therefore, the location of the Corridor serves as a prime spot for many businesses to cater to motorists traveling to St. Mary's of Michigan Hospital, or nearby industrial uses.

Land Use Best Practice A

Highway 89A, Arizona: Pre-Design Implementation

Highway 89A is a fairly open, undeveloped highway in central Arizona. Plans had been made to expand the highway to include four lanes of traffic and a central turn lane. An independent planning group, Tejido, was brought in to redesign a portion of the highway that connects the cities of Cottonwood and Clarkdale (Gonzalez, 2008).

MAP 18: HIGHWAY 89A, ARIZONA



*Source: www.maps.google.com, 2008

Highway 89A, Arizona: Design Recommendations

The Tejido Group made four preliminary design recommendations for their target area. The design that is most applicable to the Remington-Holland Corridor is the “Market-Driven Commercial Development” plan. This plan involves allowing the market to decide what types of businesses should be placed along the highway. This type of development would attract investment and capital to the area, along with increasing tax revenues for both Cottonwood and Clarkdale. However, this plan could cause unfavorable competition between the highway corridor and the central business districts for each city. Furthermore, the design could garner conflicting land uses with the surrounding area.

To mitigate this problem the group proposed strict architectural and landscape guidelines. The regulations included setbacks, increased signage, access points, parking, uniform architectural features, environmental practices, and a variety of other components. These guidelines allowed the two cities to control the design of the development, even though the market would ultimately determine what businesses should be introduced to the area (Gonzalez, 2008).

Highway 89A, Arizona: Application to Target Area

Although Tejido’s report only included conceptual design ideas, the report still provides valuable information. It shows how they have dealt with the challenge to develop highways that are sustainable, attractive, and do not harm the viability of central business districts. The designs that Tejido proposed offer suggestions based on market demand, and a set of uniform design codes to guide future development. Their work suggests that the Remington-Holland Corridor could benefit from allowing the market to shape the area, however strict guidelines are essential to ensure successful revitalization effort.

Land Use Best Practice B

City of Cohoes, New York: Community Vision

Clark Patterson Associates (CPA) worked in coordination with the City of Cohoes in New York to provide strategies for redevelopment. Given the unique history and culture of Cohoes, the City would like to “identify and attract economic development, improve its urban character and promote a positive image both locally and regionally” (CPA, 2002). More specifically, CPA has identified the revitalization of Route 470 Corridor – which serves as the “spine” of the primary economic activity areas – as “an important initial step in the City’s overall redevelopment efforts” (CPA, 2002). As a main connective feature, the arterial road passes through residential neighborhoods, intersects with state roads and the Central Business District of Cohoes. By analyzing CPA’s revitalization goals, Saginaw can observe the recommended strategies proposed by a similar community. In terms of land use, CPA’s goals for redevelopment are as follows:

1. To identify untapped economic development opportunities, improve relationships with local merchants and promote prime development areas within the City.
2. To develop conceptual redevelopment plans that can be used as a guide for public and private investment.
3. To rebuild the City of Cohoes reputation by promoting the community’s strengths including its residents, natural and cultural resources and affordable real estate.

City of Cohoes, New York: Zoning

One of the many challenges in tackling revitalization efforts exists in the ability to connect various zoning districts through land use decisions; therefore, regulating development in such a manner that aids in achieving goals for new development. In the Route 470 Corridor, there are three primary zoning classifications: B-2, General Business District; A-3, Residence District; and I-1, Industrial District (CPA, 2002). In order to protect the inherent character of Cohoes, a Historic District overlay zone was used to add a level of restriction for new development on the basis of protecting the character, quality and heritage of the structures and urban form (CPA, 2002). Based on Cohoes zoning districts, Saginaw can utilize similar methods to connect varying land uses (See Map 19).

MAP 19: EXISTING ZONING, THE CITY OF COHOES, NEW YORK



*Source: CPA, 2002

City of Cohoes, New York: Development Policy and Objectives

In order to formulate a development policy, the City of Cohoes used a SWOT analysis to identify existing site conditions. By analyzing the objectives of an area similar to Saginaw, officials can begin to evaluate the most important redevelopment efforts. Based on the SWOT, CPA identified the following objectives to guide future development in the Route 470 Corridor:

1. Develop conceptual demonstration sites within the corridor that can be used as pilot programs for future public and private investment.
2. Identify and actively solicit businesses and service providers that can fill a market demand in the City of Cohoes and locate in the 470 Corridor.
3. Coordinate private development and public investment in the corridor, allowing for a balanced revitalization approach.
4. Encourage a mix of uses within the corridor as a way of encouraging vibrant nodes of activity.
5. Create a distinctive destination-oriented image and identity for the Corridor by encouraging high quality design and organized public investment.
6. Improve the connective function of Route 470 through roadway improvements and pedestrian safety measures.
7. Capitalize on the traffic generated by SR 787 in the City of Cohoes.
8. Strengthen regional relationships with surrounding municipalities to identify opportunities of shared services and promote the coordination of inter-municipal planning efforts.
9. Improve navigation within the City of Cohoes and the corridor for pedestrians and automobiles.
10. Develop linkage strategies to connect downtown to the Hudson Waterfront.
11. Maintain the historic character and quality of the corridor to the extent practical to ensure the Spindle City heritage is present for residents and visitors to enjoy.

12. Provide guidance for future development regarding building materials, scale and design features, to ensure consistent quality and an efficient permitting process.

These objectives serve as an example to Saginaw, where formulating goals for new development exists as an initial step in implementing revitalization strategies.

City of Cohoes, New York: Future Land Use Strategies

Observing Cohoes' recommendations for future land uses will aid in defining how to prepare Saginaw's land use recommendations.

Residential Recommendations

Appropriately guided residential development exists as a key element for any economic development strategy. Like Saginaw, Cohoes continues to experience a loss of population; which exists as an obstacle in supporting new retail uses. The following points outline Cohoes residential revitalization strategies:

- slow the population decrease in the short term and attract new residents in the long term
- focus promotion efforts that will change the perception of potential residents of the City
- special focus should be placed on assets that future residents are looking for in their community, especially education and safety
- take advantage of having affordable housing opportunities in the short term
- utilize a capital improvements plan, where the City can improve the public realm of neighborhoods instilling a sense of pride in residents and spurring private investments
- attract high end new homes to the City
- include a mix of small detached single family homes, condominiums and apartments as an attractive and feasible option for private developers
- improve the owner occupied status within this area to improve home values

Commercial Office and Industrial Recommendations

In addition to the residential sector, Saginaw can greatly benefit from comparatively analyzing land uses best served by industrial development. The City of Cohoes focused efforts on "developing an aggressive approach to attracting commercial office and industrial uses" (CPA, 2002). The following recommendations outline land use strategies:

- encourage a solid commercial and industrial tax base in order to facilitate capital improvements, including investments in the public school system
- provide a mix of job opportunities for existing and future residents
- reuse older industrial building(s) for technology office space

- require the combination of a good building in a strong location that can rent at a low price and deliver amenities that make it stand out in the regional market
- test the industrial segment of the market and create a product that responds to the need
- buildings should utilize attractive natural materials, be limited to four stories and have minimal distance between the front building edge and the sidewalk
- parking should be located to the rear or side of structures, to avoid a negative perception of visual character



*Source: CPA, 2007

Business District Recommendations

The purpose of evaluating Cohoes' business district recommendations is to demonstrate strategies for introducing new retail uses to the Remington-Holland Corridor. The following points outline recommendations to revitalize Cohoes business District:

- support a mix of retail uses where nuisances are limited
- civic uses around new retail development, where civic uses participate in generating activity and supporting nearby retail use
- capital improvements should make the area of the City stand out as an attractive place to locate a business, spend time and money as a consumer and provide a place to live
- opportunities for sidewalk dining and retail sales should be permitted in order to further create a sense of activity and excitement
- parking should be shared and placed in the rear of the buildings
- preserving historic character should be of top priority for the City
- future infill development should respect the scale, massing and materials of neighboring structures
- based on data collected during the market analysis, formulate a marketing strategy with focused framework that provides insight into the types of business that are needed and can be supported in the City of Cohoes
- actively recruit the businesses identified in the marketing strategy



*Source: CPA, 2007

City of Cohoes, New York: Special Events

An area’s image is essential to influence how visitors and residents feel about a city. Therefore, analyzing CPA’s special events plan for Cohoes will provide Saginaw with recommendations for temporary land uses and benefits. Special events “will attract repeat visitors and keep residents from leaving...festivals, parades, shows and other special events can be an effective tool in putting a city or town on the map” (CPA, 2002). According to CPA, there are two types of useful events: sponsored or merchant sponsored (2002). The following recommendations provide strategies for developing an effective event:

- designate events and activities that capitalize on cultural and natural resources
- develop annual events/festival schedule that attracts the local and regional population
- celebrate significant historical or cultural events
- local merchants should work together to develop retail/business promotions
- merchant organized business promotions can be holistic and include all businesses or focus in on a specific niche such as the family population
- provision of food from area restaurants provides the enticement to get people to the festival
- local shops can set up booths or sponsor a sale to get the festival visitors to purchase merchandise
- a restaurant festival will allow visitors to spend time downtown and change their image of the City
- all events should have adequate safety measures
- local police or security professionals can help enhance safety and ensure that the City and merchants are protected legally

City of Cohoes, New York: Application to Target Area

Similar to Saginaw, the City of Cohoes has begun to overhaul the city's image through revitalization efforts. Both areas share a common challenge of dealing with roads that serve as connective features to the city, traverse neighborhoods, and intersect with the central business district (CPA, 2007). In essence, similarities exist in the desire to attract a stronger consumer base, provide high quality and affordable residential housing, and designate main arterial roads as connective features to the City's downtown. To build a stronger consumer base, the City of Cohoes has initiated a variety of temporary uses through coordinating an event schedule. Modeling temporary uses off of Cohoes effort could prove to be beneficial to Saginaw.

Gateway

Located directly off of I-75 and leading to several key areas, the Remington-Holland Corridor has been designated to become the gateway into the City of Saginaw. As an entrance, the gateway would require the Corridor to convey a positive image and serve as a welcome marker for traffic entering and exiting the City. The gateway could be represented by landscaping, façade styles, signage, or other means. This type of improvement, whether simple or extensive, could also increase property values and assist the traffic calming process. The following examples show how other municipalities have incorporated gateway concepts and improved community spaces.

Gateway Best Practice A

Bellevue, Washington: Pre-Gateway

For several years the City of Bellevue, Washington has experienced positive growth in both business and residential sectors. Although the growth was a positive factor, it negatively impacted traffic flow within the City; particularly arterial roads near subdivisions. Pedestrian safety suffered from the increase in traffic volumes and reckless driving (Gonzalez, 2008).

Bellevue, Washington: Gateway Formation

To solve the problem the City formed the Neighborhood Traffic Calming Program, which found that motorists base their speeds on visual clues. Specifically, motorists need visual signals to tell them that they have left an arterial road and entered a residential street.

The City of Bellevue implemented many streetscape and signage improvements that act as visual clues to better control the flow of traffic. The methods used included widening and landscaping medians, coloring and texturing pavement, raising crosswalks, and creating markers for all neighborhood entrances (Gonzalez, 2008).



Neighborhood Markers



Landscaped Medians

***Source: Gonzalez, 2008**

Bellevue, Washington: Post-Gateway

The effectiveness of the project was expressed by the residents. They felt that the new medians made crossing the road much safer and were pleased that the improvements prevented motorists from driving recklessly.

Studies also showed the locations with improved medians had a two to three mile per hour reduction in average speed. The locations that solely implemented raised crosswalks saw no reduction in speed. These studies show that proper gateway and landscaping design can provide visual clues to slow traffic (Gonzalez, 2008).

Bellevue, Washington: Application to Target Area

The practices of Bellevue provide useful methods that could be implemented in the Remington-Holland Corridor. The study shows that a gateway to a city can serve several purposes, including traffic calming. By using resources most effectively, the Corridor's gateway plan can not only provide a unified streetscape and aesthetic enhancements, but can also aid in slowing traffic.

Gateway Best Practice B

East Lansing, Michigan: Pre-Gateway

Motorists traveling east toward downtown East Lansing and Michigan State University primarily use Grand River Avenue. Before 1992, Grand River Avenue consisted of two three-lane, one-ways with plain grass medians through East Lansing's downtown. The design did not create a welcoming environment for the City of East Lansing or MSU. Grand River Avenue also experienced erratic traffic flow and unfavorable pedestrian conditions.

East Lansing, Michigan: Gateway Formation

To create a more welcoming entrance and help calm traffic, the City, along with several other organizations, transformed Grand River Avenue into an aesthetically pleasing gateway. The process involved combining elements of the University, along with mixed-use buildings in the area. The final design included adding landscaping and statues to the medians along with paving the crosswalks with a decorative brick form.



Statues Located Along Grand River Avenue, East Lansing, Michigan

East Lansing, Michigan: Post-Gateway

After the gateway plan was completed, streetscape enhancements along Grand River Avenue served as a more welcoming entrance to the City of East Lansing. Not only did the improvements make the area visually pleasing, it also helped to improve pedestrian walkability and calm traffic.

East Lansing, Michigan: Application to Target Area

The Remington-Holland Corridor could greatly benefit from using the practices implemented by the City of East Lansing. Creating an aesthetically pleasing gateway and calming traffic in a combined effort will drastically improve the Corridor's overall physical condition and safety of pedestrians.

Traffic Best Practice

From the traffic observations in Section 3.4, it is evident that the Remington-Holland Corridor is experiencing various traffic issues. These include speeding, pedestrian safety/walkability, and traffic density. Therefore, it is necessary to improve the traffic conditions, as the Corridor is intended to become the gateway for the City of Saginaw. Traffic calming and improvements are vital components in creating a safe, pedestrian friendly streetscape. These methods may also aid in reducing crime rates, raising occupancy rates and property values.

Traffic Example One

West Palm Beach, Florida: Pre-Traffic Calming

Clematis Street is located in the heart of downtown West Palm Beach. Clematis was once a thriving main street with a plaza, library, and historic train station. However, after several decades of highway construction and the infiltration of office development, the street became desolate.



**Source: www.contextsensitivesolutions.org, 2008*

In 1993, the buildings along the one-way, three-lane road were approximately eighty percent vacant, with the remaining twenty percent of buildings occupied specifically for office use (CSS, 2008). Little or no activity occurred on the street after 5:00 pm, with the exception drug dealing and prostitution. People who worked in offices along Clematis Street often felt unsafe and normally left after the completion of their work day.

West Palm Beach, Florida: The Traffic Calming Process

The City finally decided to take action by implementing a traffic-calming program. Sidewalks were widened while the street was narrowed and converted into a two-way road. All of the existing crosswalks were raised and textured. These strategies emphasized pedestrian priority and safety by making them visible to motorists. Turn lanes and traffic signals were also removed in the traffic calming effort. Although these

modifications to the street were certainly effective, West Palm Beach’s planning officials felt these improvements were not enough to revive the street alone. The City also spent a large amount of time and money to improve aesthetics of the area. Trees were planted along the sidewalks and the local art community was utilized to enhance the visual appeal. The City used an array of design codes and ordinances to help make the area visually pleasing and favorable for business, especially retail and mixed-use development.



***Source: www.contextsensitivesolutions.org, 2008**

West Palm Beach, Florida: Post- Traffic Calming

In the end, the traffic calming efforts along Clematis Street proved to be successful. The street began attracting more pedestrians, cyclists, and inline skaters due to a new pedestrian friendly streetscape. This activity increased the natural surveillance of the area, reducing crime rates. The existing residents and businesses began investing in renovations and property improvements. An increase in investment led to further renovations and eventually to new business development. Since 1993, Clematis Street and surrounding areas have generated private investments estimated at over 350 million dollars (Lockwood et al., 2008). Clematis Street now has an 80 percent commercial occupancy rate (Rush et al., 2008) and continues to grow. Commercial property values rose from \$6 per square foot to \$40 (Lockwood et al., 2008). Therefore, traffic calming measures have proved to generate a significant increase in economic development, and a decrease in crime rates.

West Palm Beach, Florida: Application to Target Area

Clematis Street, although different in a number of ways from the Remington-Holland Corridor, contains several applicable practices. It shows how traffic calming is able to assist in improving a wide range of issues from crime to occupancy rates. In addition, traffic calming can aid in pedestrian activity, economic growth, and eventual increase property rates. Specific measures that could be used by the City of Saginaw to improve the Remington-Holland Corridor include widening the sidewalks, narrowing the streets,

raising and texturing crosswalks, improving traffic signals, planting trees along sidewalks, and incorporating local art projects.

Traffic Best Practice B

Since the Remington-Holland Corridor is a state owned highway, strict limitations are enforced on road alteration. In order to address this issue, traffic calming practices used by the City of East Lansing to alter Grand River Avenue were evaluated.

East Lansing, Michigan: Pre-Traffic Calming

Before 1992, Grand River Avenue acted as a major arterial road dividing Michigan State University from the commercial district of East Lansing; while connecting the capital City of Lansing with outlying suburbs. The congestion along Grand River Avenue created an unsafe environment for both motorists and pedestrians.

East Lansing, Michigan: The Traffic Calming Process

To mitigate congestion and unsafe pedestrian conditions, the State of Michigan, the City of East Lansing, Michigan State University, and other organizations collaborated to improve Grand River Avenue (NCI, 2006). The efforts included hosting public workshops, open houses, and the creation of several road design proposals which were submitted to the Michigan Department of Transportation (MDOT).

Ultimately, the east bound side of Grand River Avenue was reduced to two lanes, while the west bound side remained three. Turn lanes were added to improve flow, while lights were re-timed to reduce speeding. Widening sidewalks increased pedestrian comfort, helped to further reduce speeds and ease driver confusion (Rosales, 2006). Crosswalks were also paved with brick to provide further visual clues to motorists and increase pedestrian safety.



East Lansing, Michigan: Post-Traffic Calming

After the traffic calming plan was instituted, noticeable traffic improvements occurred. Although traffic along Grand River Avenue remains at high volumes, motor-vehicle accidents have decreased by twenty-two percent and pedestrians have expressed an increased feeling of safety (Rosales, 2006).

East Lansing, Michigan: Application to Target Area

This study proves that state owned highways similar to Remington and Holland can be altered to improve the flow of traffic. Working with M-DOT, East Lansing was able to institute several improvements to Grand River Avenue, ultimately increasing the safety of both motorists and pedestrians.

5.4 Framing the Issues

Land Use

The Remington-Holland Corridor is mainly comprised of housing units, yet there are some commercial buildings in the area. Many of these buildings are vacant and even more are blighted. With high rates of blight and vacancy, it is difficult to see any unified, identifiable character in the Corridor. Many of the existing businesses in the Corridor and surrounding area are automotive and convenience related. These businesses experience a high degree of customer loyalty and draw customers from the neighborhood and the surrounding City. The location of St. Mary's of Michigan provides many potential customers due to the high number of visitors and employees that pass through the Corridor and utilize goods and services near the site.

Aesthetics

The Remington-Holland Corridor is located near I-75 and serves as a gateway for motorists entering the City of Saginaw. The traffic flow emphasizes the importance of the aesthetic appearance of the Corridor, as it gives a first impression of Saginaw to motorists. Currently, the overall aesthetics within the Corridor are marked by blighted houses, a lack of landscaping, and litter. Finally, the Corridor contains no unified streetscape or overall character.

Traffic

Both Remington and Holland Avenues serve mainly arterial traffic and are commonly used by motorist entering Saginaw via I-75. Along with the close proximity to St. Mary's of Michigan, the Corridor caters mainly to arterial traffic. The Corridor contains very few crosswalks, and the ones that do exist are ill-marked. The sidewalks are narrow and poorly maintained. The high percentage of people walking to work indicates a demand for improved pedestrian amenities. Finally, there are a small percentage of people who use public transportation to travel work.

Chapter 6: Preliminary Recommendations and Revitalization Strategies

Desired Goals

Land Use Goal: To create a common identity for residents living in and around the Remington-Holland Corridor and that will define the Cathedral District as a recreational and retail destination for the Saginaw region.

Gateway Goal: To create an aesthetically pleasing and cohesive streetscape that defines the target area as a gateway to the City of Saginaw and connects varying land uses in the Corridor while, revitalizing structures to provide a unified aesthetic character that encourages similar standards for new development.

Traffic Goal: Implement traffic calming techniques to create a more pedestrian friendly environment while creating a quality driving experience and increasing access to public transportation.

Based upon on the research presented in this report, three goals were formulated for land use, gateway, and traffic. For each goal, short-term and long-term objectives were prepared and correspond with recommended strategies.

6.1 Land Use Goal: To create a common identity for residents living in and around the Remington-Holland Corridor and that will define the Cathedral District as a recreational and retail destination for the Saginaw region.

The Remington-Holland Corridor currently lacks a unified land use design that defines the Corridor as a common community space and retail destination. The Corridor could greatly benefit from a variety of new land uses that capitalize on its location within the historic Cathedral District and proximity to an assortment of health related services; including St. Mary’s of Michigan. Furthermore, because the site is bound by two state trunklines, the Corridor can benefit from attracting motorists entering and exiting the City via I-75. After examining the best land use practices implemented in other communities, it became apparent that the Sparrow Hospital Case Study, City of Cohoes Case Study, and Highway 89A Case Study could be a great resource for modeling redevelopment. As a whole, the case studies demonstrate the advantage of retail uses surrounding a major health care facility, the recommendations for land uses of varying zoning districts, attracting residents to the site through effective event planning, and how to utilize green space. Ultimately, designating temporary uses will boost the market demand in the area and establish the Corridor as a more conducive environment for residents and visitors.

Short Term Objectives

Objective 1: Create an identifiable character for the Corridor, while designating land uses that divide the Corridor into three sections: a retail destination, green space for physical activity, and a residential sector.

Recommended Strategies

- Due to the high number of owner occupied structures towards the west end of the Corridor and the proximity to a well maintained and established neighborhood, the homes located on the following four streets should serve as the residential sector: east side of Sheridan, Cornelia Street, South Warren, and the west side of Ward Street
- Due to a high level of demand of convenience and grocery related markets; Barones Food Mart should stay in its current location
- The Renaissance Baptist Church on the west side of South Warren will remain in its current location
- To establish a strip of unified green space, the homes, existing structures and streets located on the east side of Ward Street to Crapo Street should be demolished
- By clearing structures located on Crapo Street to East Genesee Ave., the area located at the east end of the Corridor can begin to be defined as a retail destination

- The existing businesses located on the east end of the Corridor, along East Genesee Ave., continue to thrive and should remain in their current location for the time being

Objective 2: Identify a retail market area, where temporary land uses and a pavilion can be established to create a demand for new retail development.

Recommended Strategies

- Designate a large parcel of vacant land on the east end of the Corridor to remain as open space for temporary retail uses and the construction of a new pavilion
- Based on the limited demand for a variety of good and services, the Corridor can greatly benefit from temporary land uses
- From the City of Cohoes case study the following points will serve to benefit Saginaw when planning for temporary land uses:
 -
- Temporary land uses to consider: farmer’s market, festivals, art fairs, periodic food expositions (e.g. “A Taste of Saginaw”), children’s activities, ice cream stands, food carts, concerts, picnic, and other coordinated events
- Implementing temporary land uses aim to draw local residents and visitor’s to the area and attract a consistent consumer base, which will ultimately build the market demand for future retail land uses in the Corridor and establish the area as a retail destination
- Construct a pavilion that will provide a gathering place for surrounding residents to participate in community activities, meet other residents, and establish the area as a safe and friendly environment

Objective 3: To capitalize on the Corridors close proximity to health care related services.

Recommended Strategies

- Based on the amount of motorists passing the Corridor on the way to St. Mary’s of Michigan and other health related services, the Corridor can benefit from amenities that promote physical activity
- Designate open space in the middle of the Corridor to develop sports fields and green space for physical activity
- Establish a walking or running track that outlines the perimeter of the Corridor and allows health service employees and visitors to take advantage of fitness amenities; ultimately promoting the quality of life in the target area

MAP 20: SHORT-TERM LAND USE RECOMMENDATIONS FOR THE REMINGTON-HOLLAND CORRIDOR



- Legend**
- Residential
 - Green Space
 - Religious Use
 - Temporary Retail
 - Retail

Long Term Objectives

Objective 1: Promote home ownership in the west end of the Corridor while providing affordable rental units, and allowing for future expansion of the Renaissance Baptist Church

Recommended Strategies:

- Establish the east side of Sheridan Avenue, Cornelia Street, the west side and southeast side of South Warren Street, and the southwest side of Ward Street as owner occupied housing; encouraging homeowners to invest in the quality of their property
- Create an affordable housing complex designated for rental units on the parcel of land located on the south side of East Remington Corridor bound by South Warren Street and Ward Street
- Allow north of Holland and east of South Warren Street to be used for possible Renaissance Baptist Church expansion

Objective 2: Divide green space into four sections: a recreational field, a walkable green space, a pavilion, and a rain garden.

Recommended Strategies:

- For the recreational field provide multi-purpose green space, sports related courts, and a playground
- The recreational field should be located east of Ward Street to Alger Street
- Building off of the short term strategies, incorporate the pavilion to be accessible by the recreational field and rain garden
- The pavilion should be located east of Alger to west of Bagley
- Create a walkable green space that incorporates existing trees as a perimeter and unique landscape design that will serve as a place of visual interest

Objective 3: Establish a community center that provides a wide-array of facilities and services that serve as a valuable resource to neighborhood residents.

Recommended Strategies:

- Based on low educational attainment and unemployment rates of residents in the area, individuals can greatly benefit from a new computer and employment resource center
- The community center should also include a kitchen and a space designated for special event uses
- To promote the quality of life, residents can utilize space designated for a fitness room (e.g. a multi purpose studio that can support karate, yoga and other self-discipline related classes)

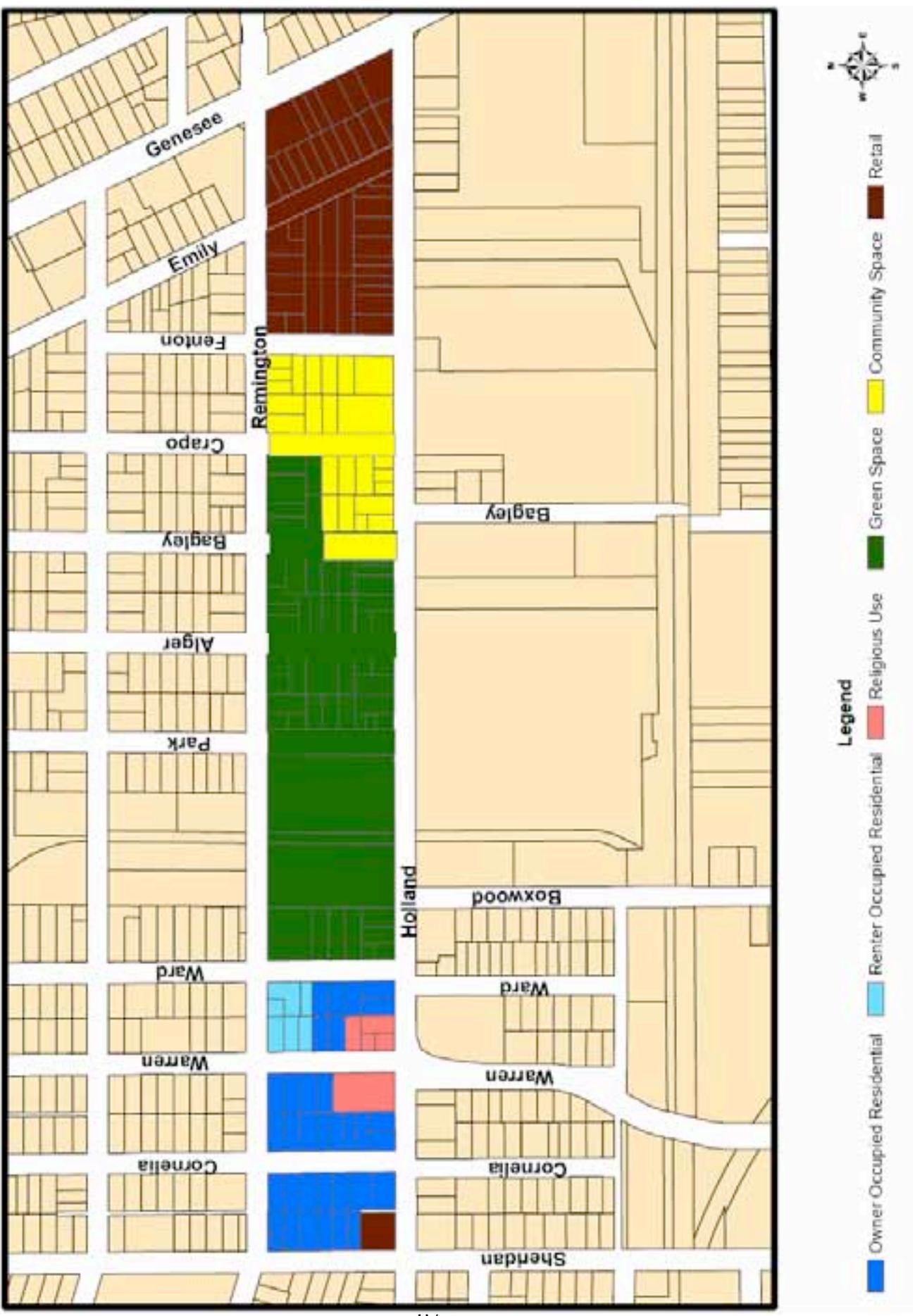
- Incorporating a collaborative learning room will provide space for after school activities and educational classes
- The community center should be located in between the retail destination and the walkable green space

Objective 4: Based on research and new demand from temporary uses, establishing a mix of new businesses will define the east end of the Corridor as a retail destination that serves residents and visitors.

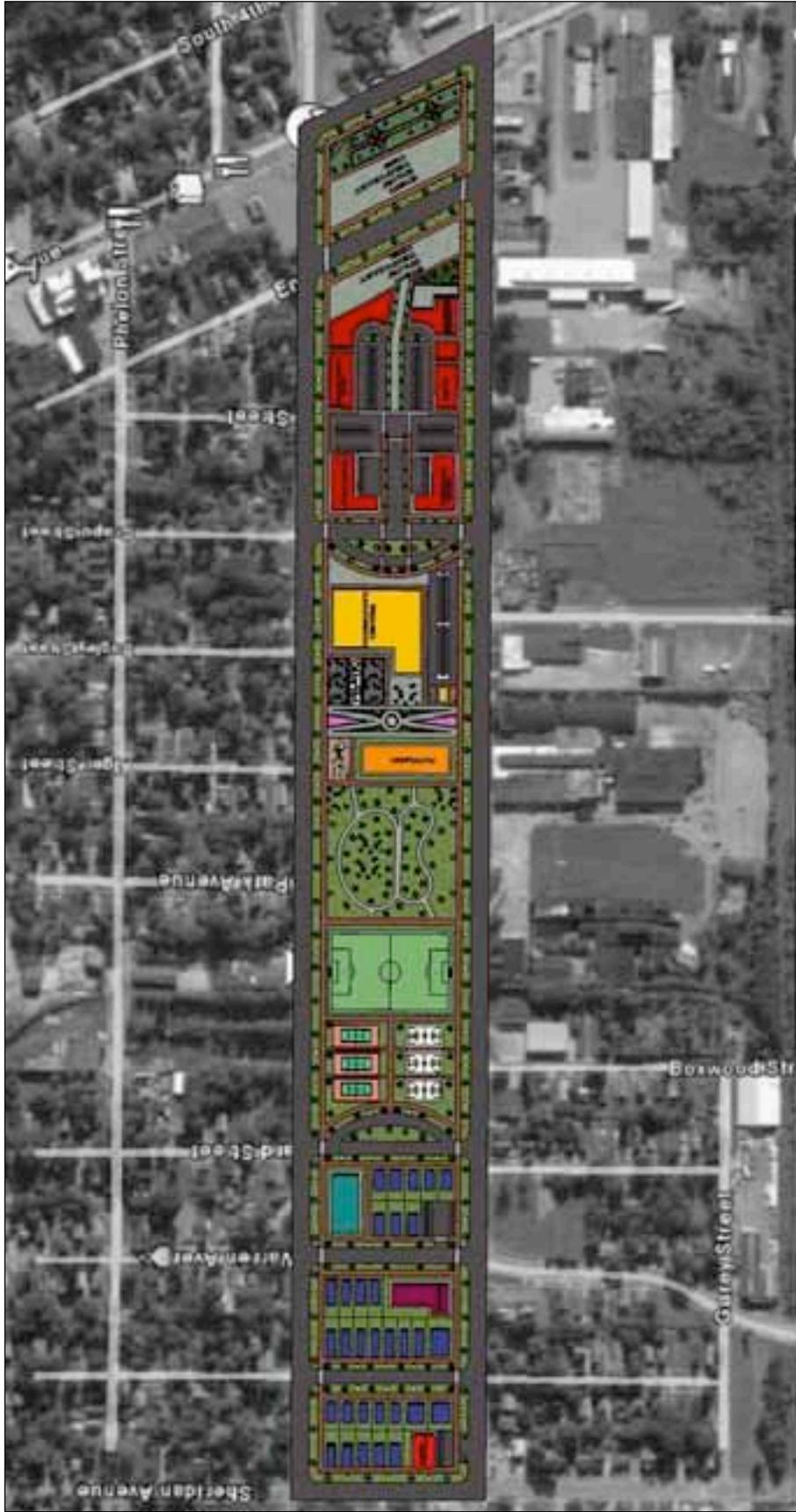
Recommended Strategies:

- Create a retail destination with new businesses located along East Remington and Holland Roads with parking located in the center
- Based on the current demand for grocery stores and the demand of fresh produce from temporary uses, a healthy market would be a viable solution to cater to the consumer base
- Establish a restaurant that is locally owned and provides a wide variety of food choices
- Emily Street should be demolished to provide adequate space for retail
- Market uses with greatest potential to succeed based on unmet demand:
 - Sporting Goods/Hobby/Musical Instrument Stores
 - Full Service Restaurants
 - Grocery Stores
 - Limited Eating Places
 - Specialty Food Stores

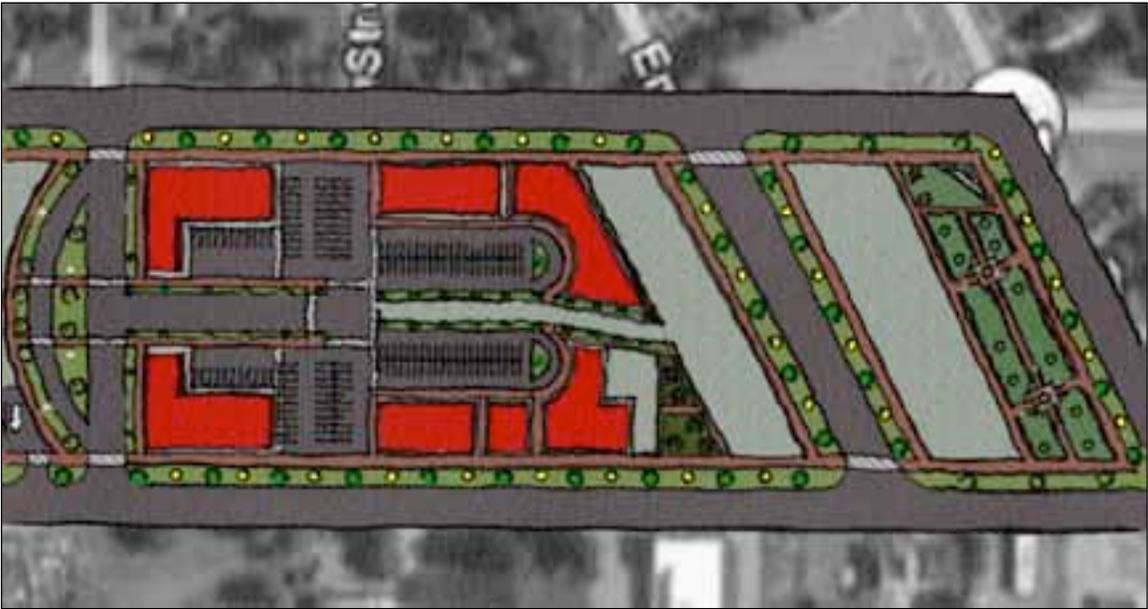
MAP 21: LONG-TERM LAND USE RECOMMENDATIONS FOR THE REMINGTON-HOLLAND CORRIDOR



LAND USE DESIGN



RETAIL AREA DESIGN



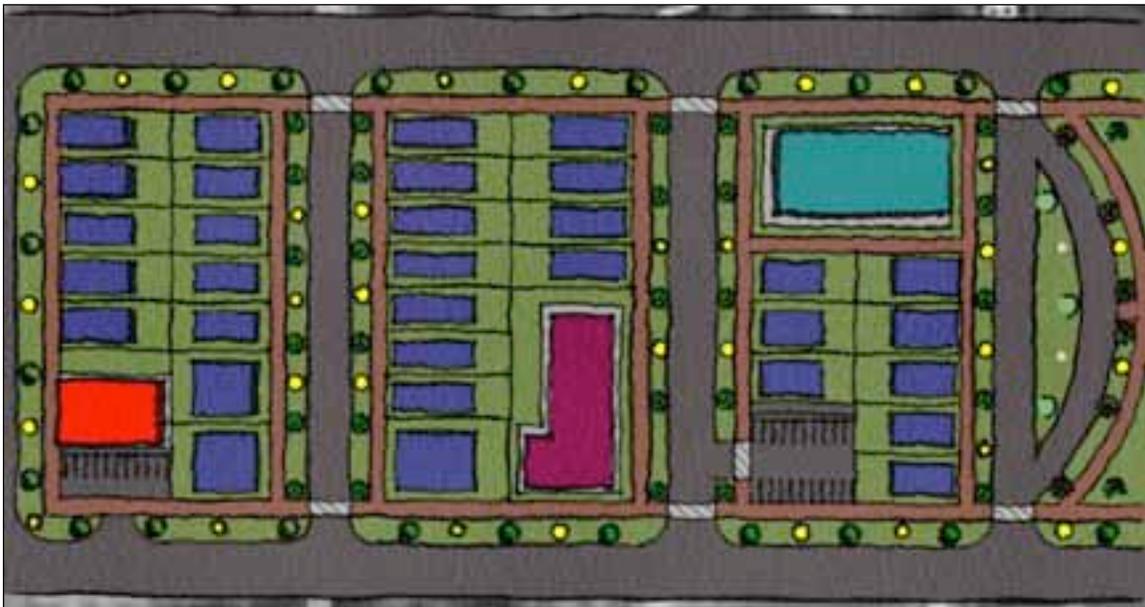
COMMUNITY CENTER DESIGN



RECREATION AREA DESIGN



RESIDENTIAL AREA DESIGN



6.2 Gateway Goal: To create an aesthetically pleasing and cohesive streetscape that defines the target area as a gateway to the City of Saginaw and connects varying land uses in the Corridor while, revitalizing structures to provide a unified aesthetic character that encourages similar standards for new development.

Two of the major trunklines leading into Saginaw run on either side of the Corridor; yet, there is no signage or other visual clues to attract the attention of motorists letting them know they have entered the City. Creating a visually pleasing environment would promote a positive first impression for the City. Completing this goal would greatly benefit the overall aesthetic interest of Saginaw while encouraging visitors to utilize the area.

Short-term Recommendations

Objective 1: Provide a marked entry into the Corridor.

Recommended Strategies:

- Create a welcome sign to advise motorists that they have entered the City of Saginaw
- Create a gateway to funnel traffic into the City from I-75

Objective 2: Encourage upkeep and maintenance before permanent land uses are established.

Recommended Strategies:

- Provide adequate code enforcement for basic maintenance to limit the amount of litter and improve sections in need of repair
- Create a clean-up work day between City officials and volunteers to help rejuvenate the area

Objective 3: To create an enjoyable walking atmosphere, while maintaining the Corridor's current assets.

Recommended Strategies:

- Add temporary landscaping throughout Corridor, specifically along street corners and to existing businesses. Temporary landscaping could include movable flower pots with native flowers to reduce maintenance
- Maintain large trees during development because they contribute to the historic atmosphere of the Corridor

Long-term Recommendations

Objective 1: Implement a unified streetscape design along Remington and Holland.

Recommended Strategies:

- Increase the number of trees located along the sidewalks and streets.
- Add benches along the sidewalks and within park area
- Increase safety through the addition of streetlamps along the trunklines
- Implement brick paving within the streetscape as part of a unified design
- Enforce design ordinances to support unified building development that is cohesive with the character of the Corridor

Objective 2: Provide a monument honoring Saginaw and improve the character of the built environment through art.

Recommended Strategies:

- Erect a monument that represents the historical significance of Saginaw
- Encourage local artists to take an active role in the improvement of the Corridor by enhancing building character through artwork

ENTRANCE TO CITY OF SAGINAW



6.3 Traffic Goal: Implement traffic calming techniques to create a more pedestrian friendly environment while creating a quality driving experience and increasing access to public transportation.

Traffic calming is essential because a safe, walkable environment will increase access to the Corridor and promote community interaction. Decreasing the speed of traffic along the trunklines will also allow for safer, easier access to businesses located along the Corridor.

Short-term Objectives

Objective 1: Improve signage within the corridor.

Recommended Strategies

- Add signage before entering the Corridor so that motorists are aware they are entering a residential zone
- Add additional 35 MPH speed limit signs and ensure that they are adequately visible
- Add pedestrian crossing signs and properly mark all crosswalks

Objective 2: Define and emphasize pedestrian crosswalks on both Remington and Holland.

Recommended Strategies

- Highlight all crosswalks with proper white reflective paint in a visible stripe pattern
- Ensure crosswalks are visible to drivers by installing pedestrian crossing signs

Objective 3: Establish preliminary landscaping for the Corridor as a traffic calming technique.

Recommended Strategies

- Enlist local volunteer groups to help create visually pleasing landscaping along Remington and Holland
- Implement basic, low-maintenance landscape that will border the trunklines in an attempt to calm traffic through visual clues

Long-term Objectives

Objective 1: Provide major improvements to the area ensuring a pedestrian friendly environment.

Recommended Strategies

- Slightly raise crosswalks - four or five inches - to make pedestrians more visible to motorists. These crosswalks also act as small speed bumps for passing vehicles
- Texture crosswalks by constructing them from brick pavers or similar materials, emphasizing the pedestrian right-of-way
- Widen existing sidewalks by several feet to increase pedestrian comfort
- Create a physical barrier between pedestrians and traffic by placing benches, streetlamps, trash barrels, and vegetation along the sidewalks

Objective 2: Continue to improve landscaping and road conditions.

Recommended Strategies

- Further landscape the Corridor using more stable vegetation that will exist with little maintenance
- Improve road conditions by resurfacing and re-stripping roads in coordination with new development

Objective 3: Improve access to public transportation.

Recommended Strategies

- Increase public transportation stops within the Corridor that will support the transit users of the area
- Construct covered bus stops to promote the use of public transit year-round

Objective 4: Submit road alteration proposals to the Michigan Department of Transportation (MDOT).

Remington and Holland are State owned roads, therefore, MDOT must ultimately approve any alteration plans. A new context-sensitive design program has been created which requires MDOT to collaborate with communities to aid in making roads more conducive to their needs.

Recommended Strategies

- Implement traffic circles at intersections in need of additional traffic calming
- Implement a “road diet” by reducing Remington and Holland to two lanes while simultaneously widening sidewalks

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Appendix

Appendix A: Block Assessment of Roads and Housing Conditions

Cornelia Street

Cornelia Street exists as the closest parallel street to Sheridan Ave, a mainly commercial strip.

Road Conditions

- Poor condition
- Not plowed, recent snowfall present
- Covered with ice
- Potholes prevalent

Housing Conditions

- Good condition with evidence of community attachment
- Sidewalks cleared in front of homes
- Most homes were visibly occupied

Aesthetics

- Tree lined street



South Warren

South Warren Avenue is located directly east of Cornelia Street and intersects both East Remington and Holland. At the southeast corner of East Remington and South Warren is a church, which remains in good condition. In addition, South Warren was one of the only streets to have a bus stop located on its street.



Road Conditions

- Good condition; well maintained

Housing Conditions

- Poor condition
- Structures deteriorating
- Sidewalks cleared in front of homes

Aesthetics

- Tree lined street



Ward Street

The next street, running parallel to Sheridan Avenue, is Ward Street. Ward Street appears to be in distress in most categories.

Road Conditions

- Poor condition
- Not plowed, recent snowfall present
- Potholes prevalent

Housing Conditions

- Poor condition
- Structures deteriorating
- Sidewalks partially cleared

Aesthetics

- Tree lined street



South Park

South Park Avenue differs from previous streets in that it contains more vacant lots where homes and other commercial structures have been demolished to begin the revitalization process.

Road Conditions

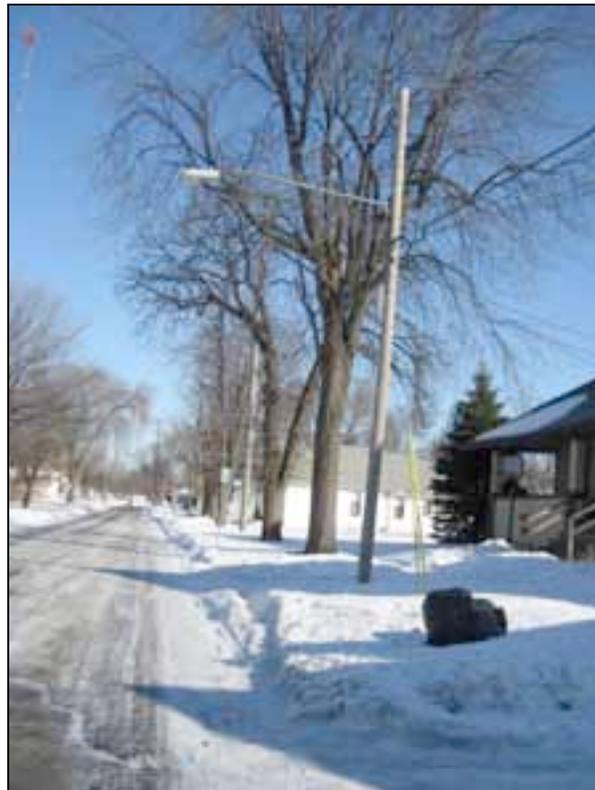
- Fair condition
- Covered with ice

Housing Conditions

- Fair condition, potential for improvement exists
- Sidewalks not cleared

Aesthetics

- Tree lined street



Alger Street

Alger Street located east of South Park Avenue, which seem to be in a sufficient state.

Road Conditions

- Poor condition

Housing Conditions

- Good condition; well maintained
- Sidewalks cleared

Aesthetics

- Tree lined street



Bagley Street

Bagley Street appears to be a combination of neighborhood conditions observed up to this point.

Road Conditions

- Good condition; well maintained

Housing Conditions

- Mixed conditions
- Sidewalks partially cleared

Aesthetics

- Tree lined street



Crapo Street

Along with South Park Avenue, Crapo Street also had an abundance of vacant lots.

Road Conditions

- Good condition; well maintained

Housing Conditions

- Poor condition; visible blight
- Sidewalks partially cleared

Aesthetics

- Tree lined street
- Vacant and blighted businesses



Fenton Street

Fenton Street dictates the pattern seen in the majority of this region.

Road Conditions

- Fair conditions; cleared of recent snowfall

Housing Conditions

- Mixed conditions; ranging from poor to fair condition
- Sidewalks partially cleared; mostly in front of well-maintained homes

Aesthetics

- Numerous vacant plots of land



Emily Street

Emily Street is the only residential road to not run parallel to the aforementioned streets. Emily Street runs diagonally east to west, which parallels East Genesee.

Road Conditions

- Poor condition
- Not plowed, recent snowfall present
- Covered with ice

Housing Conditions

- Poor conditions
- Sidewalks partially cleared

Aesthetics

- Tree lined street



Appendix B: Retail Marketplace Profile



Retail MarketPlace Profile

UPP-MSU

drivetime Latitude: 43.415002
Longitude: -83.927037
Drivetime: 2 minutes

Site Type: Drivetime

Summary Demographics

2007 Population	4,298
2007 Households	1,424
2007 Median Disposable Income	\$19,273
2007 Per Capita Income	\$12,352

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$20,804,770	\$27,520,202	\$-6,715,432	-13.9	29
Total Retail Trade (NAICS 44-45)	\$18,045,229	\$26,716,430	\$-8,673,201	-19.4	24
Total Food & Drink (NAICS 722)	\$2,759,541	\$803,772	\$1,957,769	55.0	5

Industry Group

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$4,744,071	\$336,938	\$4,407,133	86.7	2
Automobile Dealers (NAICS 4411)	\$4,245,765	\$0	\$4,245,765	100.0	0
Other Motor Vehicle Dealers (NAICS 4412)	\$297,109	\$0	\$297,109	100.0	0
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$211,177	\$336,938	\$-125,761	-22.9	2
Furniture & Home Furnishings Stores (NAICS 442)	\$610,213	\$0	\$610,213	100.0	0
Furniture Stores (NAICS 4421)	\$423,595	\$0	\$423,595	100.0	0
Home Furnishings Stores (NAICS 4422)	\$192,618	\$0	\$192,618	100.0	0
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$457,971	\$38,835	\$419,136	64.4	0
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$570,272	\$217,970	\$352,302	45.1	1
Building Material and Supplies Dealers (NAICS 4441)	\$534,180	\$217,970	\$316,210	42.0	1
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$42,002	\$0	\$42,000	100.0	0
Food & Beverage Stores (NAICS 445)	\$2,678,431	\$1,637,343	\$1,041,088	24.1	4
Grocery Stores (NAICS 4451)	\$2,382,017	\$920,856	\$1,461,161	44.2	3
Specialty Food Stores (NAICS 4452)	\$162,907	\$92,645	\$70,352	27.5	0
Beer, Wine, and Liquor Stores (NAICS 4453)	\$133,417	\$623,842	\$-490,425	-64.8	1
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$912,148	\$1,908,211	\$-996,063	-35.1	2
Gasoline Stations (NAICS 447/4471)	\$2,257,200	\$2,853,107	\$-595,907	-13.7	1
Clothing and Clothing Accessories Stores (NAICS 448)	\$1,108,602	\$2,370,667	\$-1,262,065	-36.4	4
Clothing Stores (NAICS 4481)	\$895,663	\$1,825,876	\$-930,213	-30.5	3
Shoe Stores (NAICS 4482)	\$166,630	\$344,537	\$-177,907	-34.8	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$70,280	\$400,254	\$-329,974	-68.4	1
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$310,554	\$190,313	\$120,241	23.2	1
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$163,933	\$0	\$163,933	100.0	0
Book, Periodical, and Music Stores (NAICS 4512)	\$155,621	\$190,313	\$-43,692	-12.3	1

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents "leakage" of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and rdbUSA8



drivetime

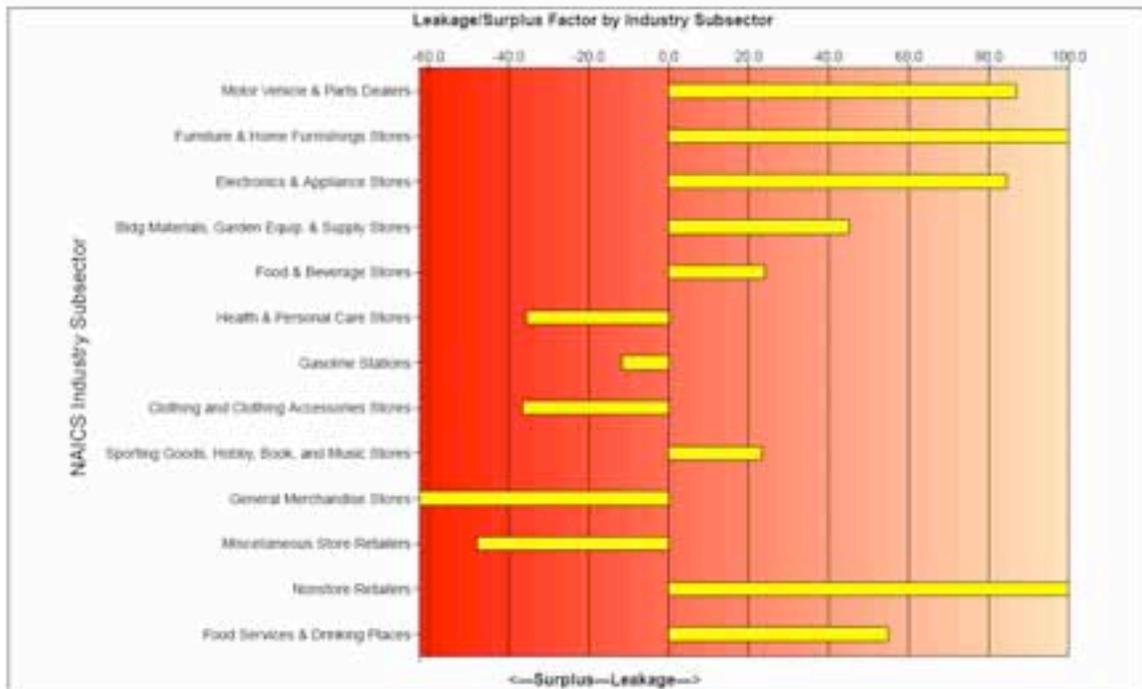
Retail MarketPlace Profile

UPP-MSU

Latitude: 43.415002
 Longitude: -83.927037
 Drivetime: 2 minutes

Site Type: Drivetime

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$3,843,753	\$16,420,748	\$-12,576,995	-42.1	3
Department Stores, Excluding Leased Depts. (NAICS 4521)	\$1,023,926	\$360,490	\$1,263,436	63.7	1
Other General Merchandise Stores (NAICS 4529)	\$2,219,827	\$16,060,258	\$-13,840,431	-75.7	2
Miscellaneous Store Retailers (NAICS 453)	\$257,175	\$729,298	\$-472,123	-47.9	6
Florists (NAICS 4531)	\$22,579	\$56,134	\$-33,555	-42.6	1
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$82,103	\$210,218	\$-128,115	-43.8	2
Used Merchandise Stores (NAICS 4533)	\$11,022	\$23,285	\$-11,063	-33.4	1
Other Miscellaneous Store Retailers (NAICS 4539)	\$140,671	\$430,661	\$-290,790	-51.5	2
Nonstore Retailers (NAICS 454)	\$273,841	\$0	\$273,841	100.0	0
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$136,581	\$0	\$136,581	100.0	0
Vending Machine Operators (NAICS 4542)	\$79,277	\$0	\$79,277	100.0	0
Direct Selling Establishments (NAICS 4543)	\$57,983	\$0	\$57,983	100.0	0
Food Services & Drinking Places (NAICS 722)	\$2,759,541	\$801,772	\$1,957,769	55.0	5
Full-Service Restaurants (NAICS 7221)	\$1,186,583	\$0	\$1,186,583	100.0	0
Limited-Service Eating Places (NAICS 7222)	\$1,171,802	\$492,240	\$679,562	40.8	4
Special Food Services (NAICS 7223)	\$321,523	\$40,707	\$280,816	77.5	0
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$79,633	\$268,825	\$-189,192	-54.3	1



Source: ESRI and INFOUSA



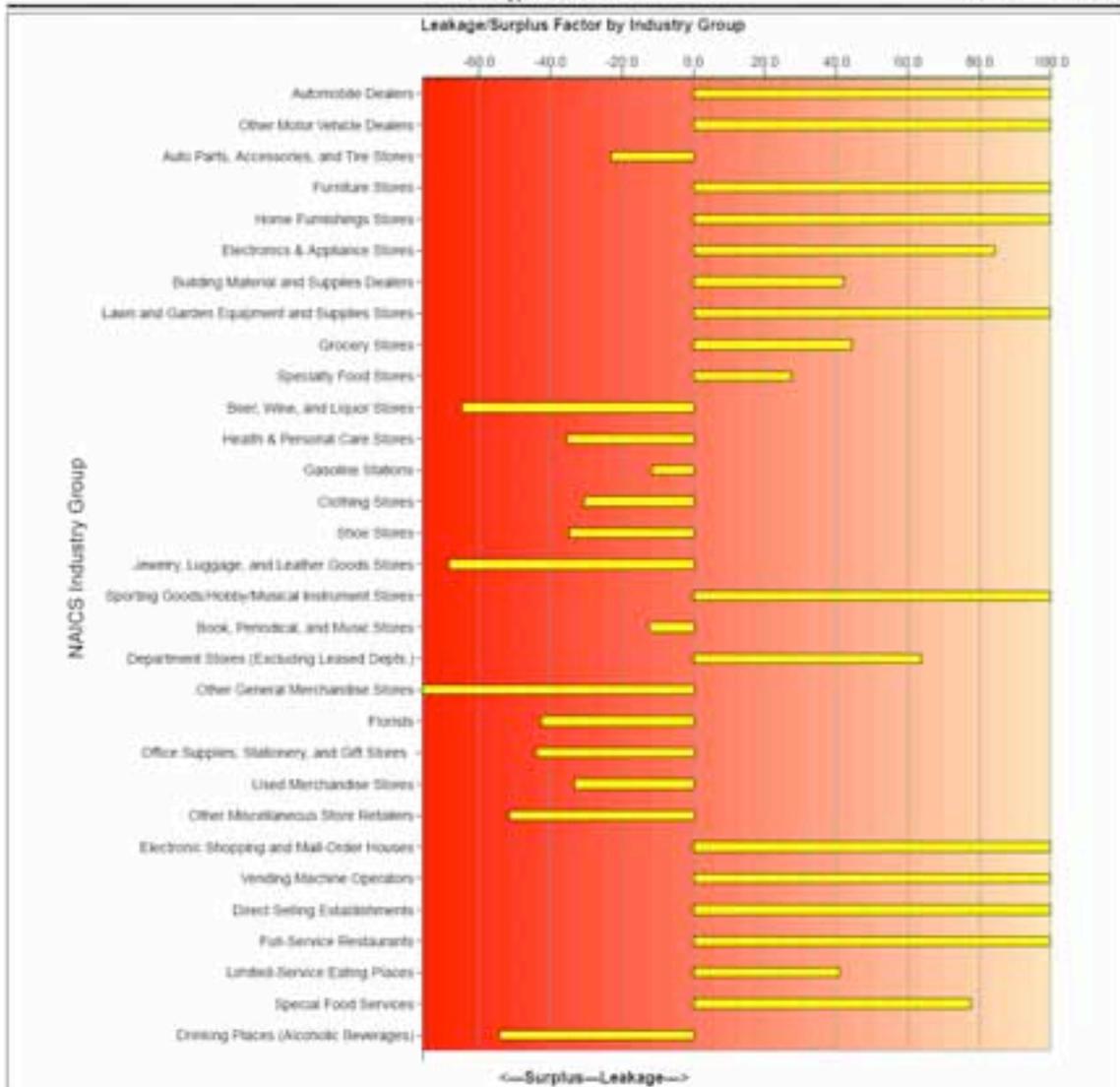
drivetime

Retail MarketPlace Profile

UPP-MSU

Latitude: 43.415002
Longitude: -83.927037
Drivetime: 2 minutes

Site Type: Drivetime



Source: ESRI and INTA/SAB



Retail MarketPlace Profile

UPP-MSU

drivetime

Latitude: 43.415002
Longitude: -83.927037
Drivetime: 5 minutes

Site Type: Drivetime

Summary Demographics

2007 Population	37,197
2007 Households	13,379
2007 Median Disposable Income	\$21,889
2007 Per Capita Income	\$14,795

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$217,089,236	\$254,001,802	\$-36,912,566	-7.8	280
Total Retail Trade (NAICS 44-45)	\$187,861,074	\$218,036,847	\$-30,175,773	-7.4	201
Total Food & Drink (NAICS 722)	\$29,228,162	\$35,964,955	\$-6,736,793	-10.3	79

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$48,559,401	\$23,740,091	\$24,819,300	34.3	19
Automobile Dealers (NAICS 4411)	\$43,619,560	\$20,368,936	\$23,250,624	30.1	9
Other Motor Vehicle Dealers (NAICS 4412)	\$2,938,035	\$300,749	\$2,637,286	81.4	1
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$2,201,806	\$3,076,406	\$-875,529	-16.6	9
Furniture & Home Furnishings Stores (NAICS 442)	\$6,422,099	\$7,663,774	\$-1,241,675	-8.0	3
Furniture Stores (NAICS 4421)	\$4,395,025	\$7,464,032	\$-3,069,007	-25.9	2
Home Furnishings Stores (NAICS 4422)	\$2,027,074	\$196,742	\$1,827,332	82.1	1
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$4,842,420	\$1,462,591	\$3,379,829	53.6	8
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$5,997,591	\$4,793,227	\$1,204,364	11.2	14
Building Material and Supplies Dealers (NAICS 4441)	\$5,565,786	\$4,230,559	\$1,335,227	13.6	10
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$431,805	\$562,668	\$-130,863	-13.2	4
Food & Beverage Stores (NAICS 445)	\$28,149,965	\$25,198,074	\$2,951,891	5.5	34
Grocery Stores (NAICS 4451)	\$25,023,291	\$18,450,021	\$6,573,270	15.1	22
Specialty Food Stores (NAICS 4452)	\$1,712,925	\$1,732,115	\$-19,290	-0.6	4
Beer, Wine, and Liquor Stores (NAICS 4453)	\$1,413,849	\$5,015,938	\$-3,602,089	-50.0	8
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$9,468,117	\$24,854,073	\$-15,387,956	-44.8	19
Gasoline Stations (NAICS 447/4471)	\$23,353,623	\$33,882,965	\$-10,529,342	-18.4	10
Clothing and Clothing Accessories Stores (NAICS 448)	\$11,726,336	\$15,663,008	\$-3,937,572	-14.4	28
Clothing Stores (NAICS 4481)	\$9,155,556	\$9,792,261	\$-636,705	-2.9	20
Shoe Stores (NAICS 4482)	\$1,766,881	\$2,385,256	\$-618,375	-14.9	2
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$803,899	\$3,576,391	\$-2,772,492	-63.3	6
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$3,425,659	\$3,581,963	\$-156,304	-2.2	11
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$1,730,846	\$2,032,006	\$-301,160	-20.7	7
Book, Periodical, and Music Stores (NAICS 4512)	\$1,694,813	\$949,957	\$744,856	28.2	4

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents "leakage" of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as five industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and retailUSA



drivetime

Retail MarketPlace Profile

UPP-MSU

Latitude: 43.415002
 Longitude: -83.927037
 Drivetime: 5 minutes

Site Type: Drivetime

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$40,309,124	\$67,577,287	\$-27,268,163	-25.3	12
Department Stores, Excluding Licensed Depts. (NAICS 4521)	\$17,046,200	\$708,470	\$16,247,730	81.1	2
Other General Merchandise Stores (NAICS 4529)	\$23,262,924	\$66,778,817	\$-43,515,893	-48.3	10
Miscellaneous Store Retailers (NAICS 453)	\$2,607,292	\$4,689,822	\$-2,022,540	-27.5	38
Florists (NAICS 4531)	\$231,334	\$707,307	\$-565,973	-55.0	8
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$860,528	\$1,153,932	\$-293,404	-14.6	12
Used Merchandise Stores (NAICS 4533)	\$123,823	\$623,899	\$-500,076	-89.9	10
Other Miscellaneous Store Retailers (NAICS 4539)	\$1,451,507	\$2,114,684	\$-663,087	-18.8	8
Nonstore Retailers (NAICS 454)	\$2,941,377	\$4,921,072	\$-1,979,695	-25.2	5
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$1,428,141	\$0	\$1,428,141	100.0	0
Vending Machine Operators (NAICS 4542)	\$633,199	\$1,608,966	\$-865,767	-34.2	3
Direct Selling Establishments (NAICS 4543)	\$860,037	\$3,222,076	\$-2,342,039	-85.1	2
Food Services & Drinking Places (NAICS 722)	\$29,228,162	\$35,964,955	\$-6,736,793	-10.3	79
Full-Service Restaurants (NAICS 7221)	\$12,589,226	\$18,712,288	\$-6,123,062	-19.6	3
Limited-Service Eating Places (NAICS 7222)	\$12,370,473	\$13,226,169	\$-857,696	-3.4	56
Special Food Services (NAICS 7223)	\$3,364,252	\$1,027,710	\$2,366,542	53.5	3
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$874,211	\$2,998,790	\$-2,122,579	-54.8	17



Source: ESRI and INFOUSA



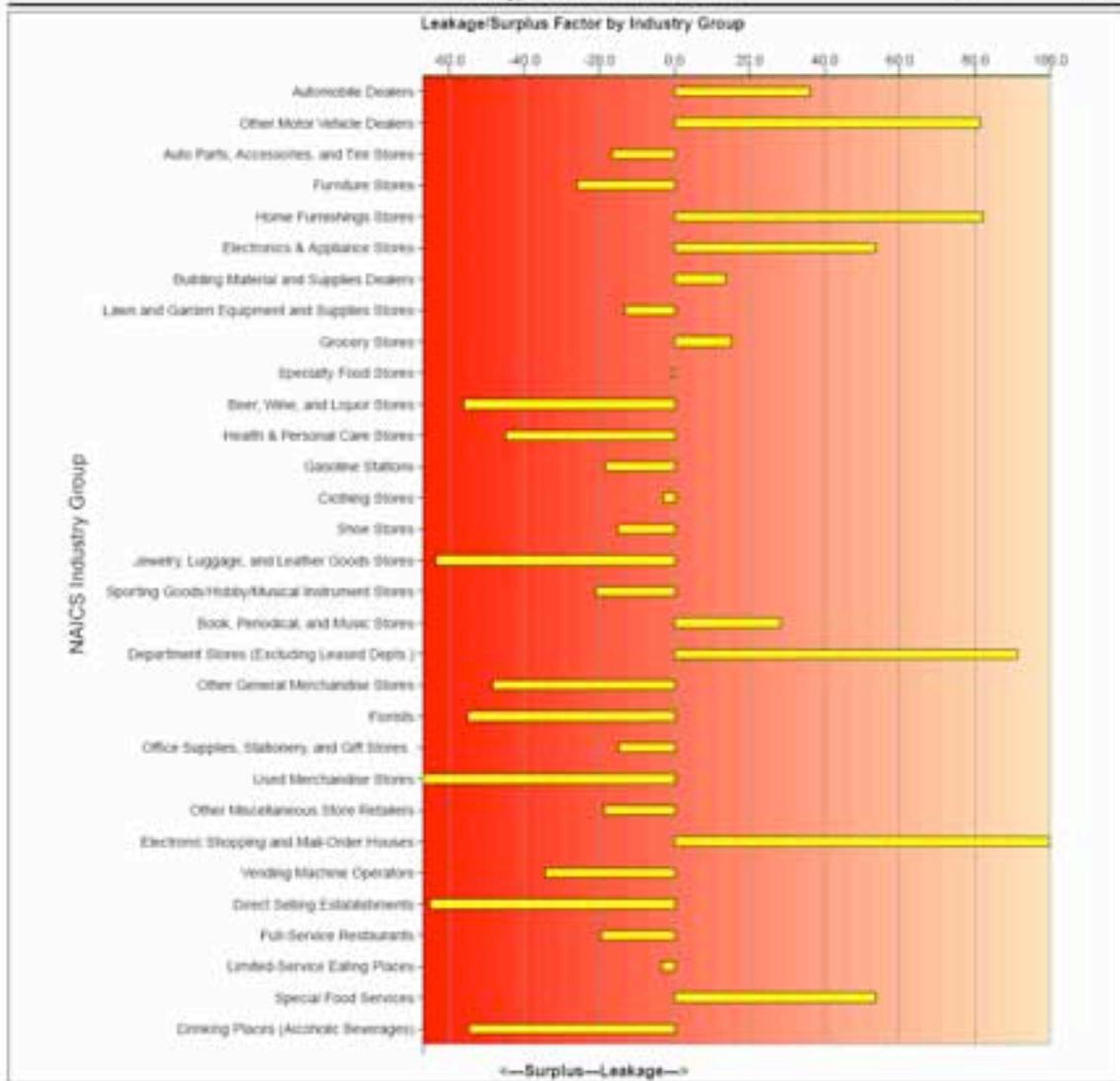
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Retail MarketPlace Profile

UPP-MSU

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Longitude: -83.927037
Drivetime: 5 minutes

Site Type: Drivetime



Source: ESRI and infx/SAB



drivetime

Retail MarketPlace Profile

UPP-MSU

Latitude: 43.415002
Longitude: -83.927037
Drivetime: 10 minutes

Site Type: Drivetime

Summary Demographics

2007 Population	101,212
2007 Households	39,018
2007 Median Disposable Income	\$29,950
2007 Per Capita Income	\$20,358

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$817,196,122	\$1,042,656,701	\$-225,460,579	-12.1	835
Total Retail Trade (NAICS 44-45)	\$707,316,933	\$904,365,442	\$-197,048,509	-12.2	827
Total Food & Drink (NAICS 722)	\$109,879,189	\$138,291,259	\$-28,412,070	-11.4	208

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$104,523,957	\$81,163,878	\$103,300,079	38.9	54
Automobile Dealers (NAICS 4411)	\$163,918,066	\$67,338,867	\$96,579,199	41.8	22
Other Motor Vehicle Dealers (NAICS 4412)	\$12,220,490	\$3,452,790	\$8,767,700	55.9	6
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$8,385,401	\$10,372,221	\$-1,986,820	-10.6	26
Furniture & Home Furnishings Stores (NAICS 442)	\$25,240,675	\$32,774,960	\$-7,534,284	-13.0	27
Furniture Stores (NAICS 4421)	\$17,108,629	\$24,089,788	\$-6,981,159	-18.9	14
Home Furnishings Stores (NAICS 4422)	\$8,132,046	\$8,685,201	\$-553,155	-3.3	13
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$16,581,513	\$28,891,335	\$-10,309,822	-21.7	43
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$25,251,153	\$35,723,638	\$-10,472,485	-17.2	55
Building Material and Supplies Dealers (NAICS 4441)	\$23,501,525	\$32,044,444	\$-8,542,919	-15.4	43
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$1,749,628	\$3,679,194	\$-1,929,566	-30.5	12
Food & Beverage Stores (NAICS 445)	\$103,446,162	\$119,245,740	\$-15,799,578	-7.1	72
Grocery Stores (NAICS 4451)	\$91,972,284	\$101,278,518	\$-9,306,234	-4.8	46
Specialty Food Stores (NAICS 4452)	\$6,279,268	\$7,223,287	\$-944,019	-7.0	8
Beer, Wine, and Liquor Stores (NAICS 4453)	\$5,197,610	\$10,743,935	\$-5,546,325	-34.8	15
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$35,202,968	\$73,333,786	\$-38,130,818	-35.1	58
Gasoline Stations (NAICS 447/4471)	\$66,143,171	\$124,519,442	\$-58,376,271	-18.2	36
Clothing and Clothing Accessories Stores (NAICS 448)	\$43,439,714	\$72,062,125	\$-28,622,411	-34.8	88
Clothing Stores (NAICS 4481)	\$33,932,654	\$54,914,153	\$-20,981,499	-23.6	62
Shoe Stores (NAICS 4482)	\$6,321,678	\$8,051,554	\$-1,729,876	-12.0	10
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$3,185,382	\$9,096,408	\$-5,911,026	-48.1	16
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$13,156,090	\$26,714,940	\$-13,558,850	-34.0	38
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$6,720,472	\$21,411,666	\$-14,691,194	-52.2	27
Book, Periodical, and Music Stores (NAICS 4512)	\$6,435,618	\$5,303,283	\$1,132,335	9.8	11

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and INL/USAB



drivetime

Retail MarketPlace Profile

UPP-MSU

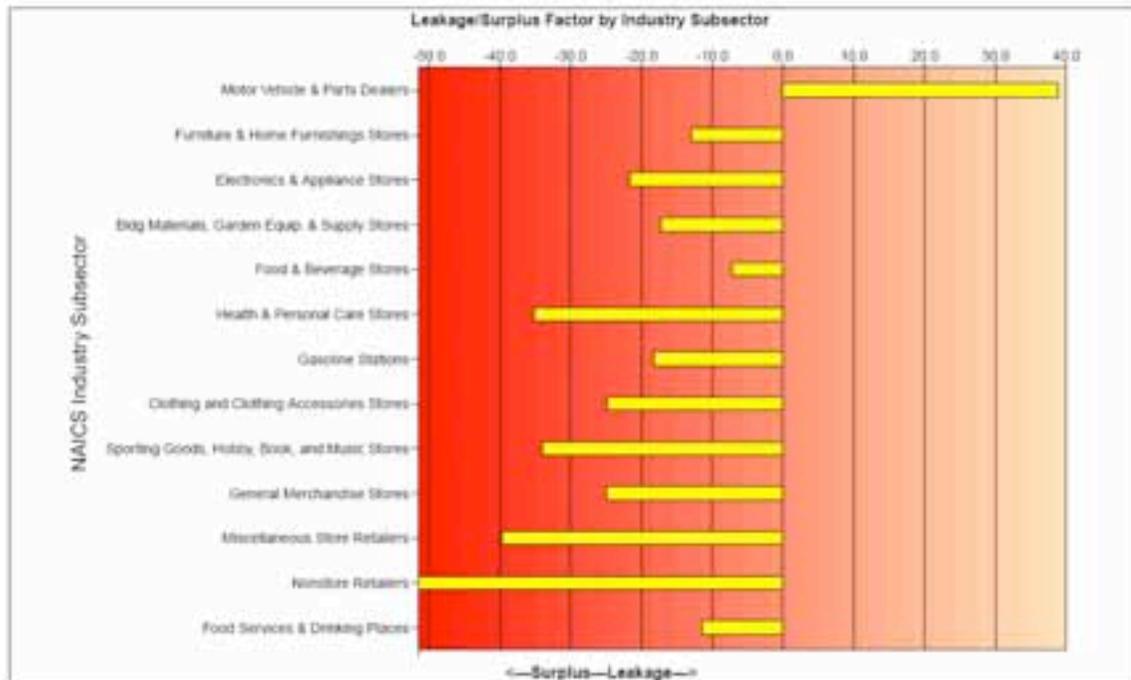
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Longitude: -83.927037

Drivetime: 10 minutes

Site Type: Drivetime

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$150,820,424	\$250,896,032	\$-100,075,608	-28.9	36
Department Stores, Excluding Leased Depts (NAICS 4521)	\$64,641,266	\$72,960,099	\$-8,348,831	-4.1	14
Other General Merchandise Stores (NAICS 4529)	\$86,179,156	\$177,905,933	\$-91,726,777	-34.7	22
Miscellaneous Store Retailers (NAICS 453)	\$10,132,356	\$23,488,969	\$-13,356,613	-39.7	110
Florists (NAICS 4531)	\$941,755	\$2,296,633	\$-1,354,878	-43.6	18
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$3,316,000	\$8,918,748	\$-5,602,748	-45.8	42
Used Merchandise Stores (NAICS 4533)	\$475,262	\$1,303,190	\$-827,928	-46.6	21
Other Miscellaneous Store Retailers (NAICS 4539)	\$5,398,739	\$10,969,598	\$-5,570,859	-34.0	29
Nonstore Retailers (NAICS 454)	\$11,375,750	\$36,551,379	\$-24,175,629	-51.5	10
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$5,432,563	\$27,509,249	\$-22,101,686	-67.1	1
Vending Machine Operators (NAICS 4542)	\$3,060,946	\$3,905,802	\$-844,856	-12.1	6
Direct Selling Establishments (NAICS 4543)	\$2,877,241	\$4,046,326	\$-1,169,087	-16.9	3
Food Services & Drinking Places (NAICS 722)	\$100,679,189	\$130,291,250	\$-29,412,070	-11.4	208
Full-Service Restaurants (NAICS 7221)	\$47,546,490	\$81,706,966	\$-34,160,476	-26.4	13
Limited-Service Eating Places (NAICS 7222)	\$40,330,412	\$45,041,957	\$-4,711,545	-0.7	150
Special Food Services (NAICS 7223)	\$12,712,289	\$4,313,732	\$8,398,557	46.3	9
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$3,289,998	\$6,628,604	\$-3,338,606	-33.7	36



Source: ESRI and infUSAB

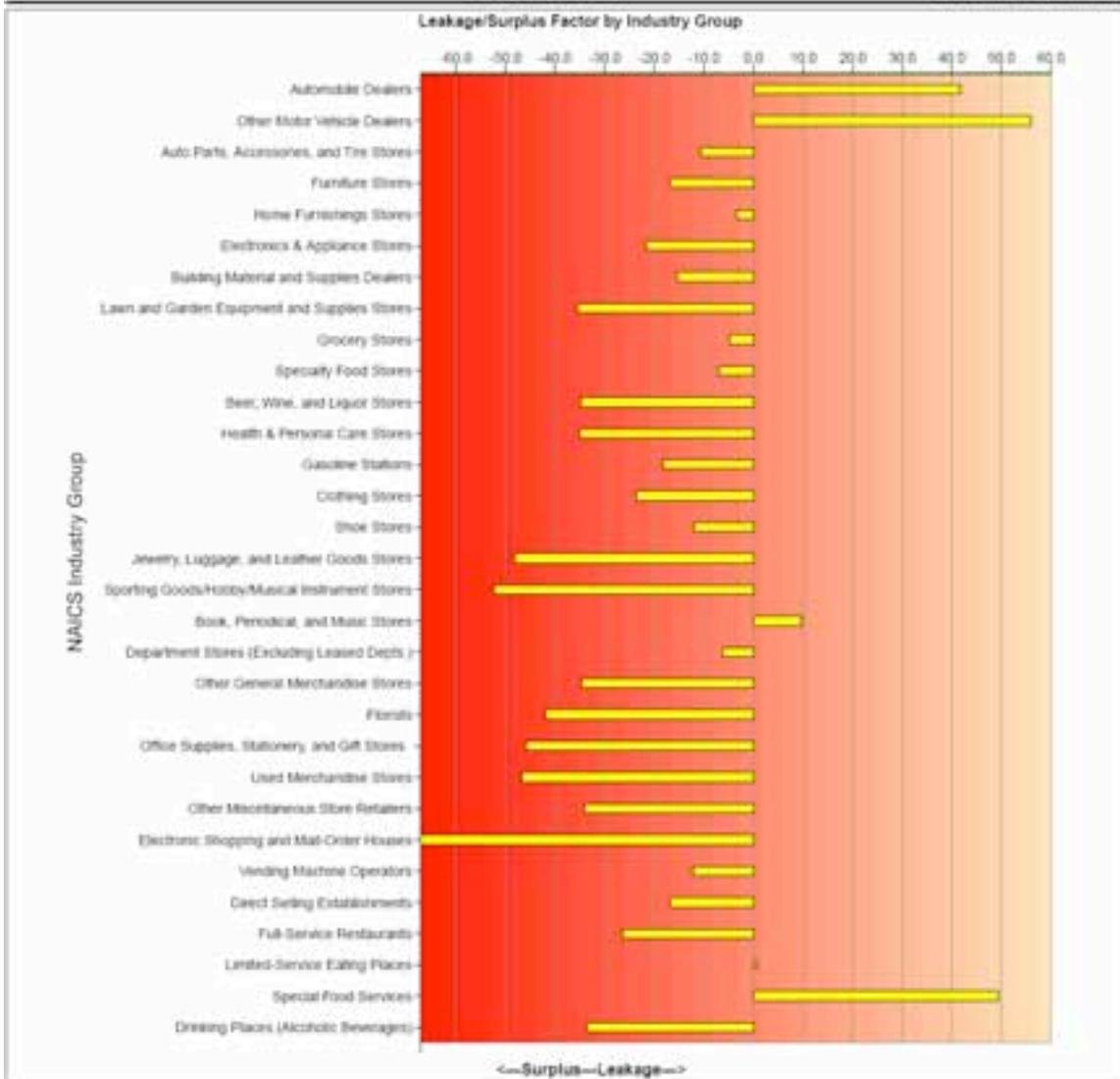


Retail MarketPlace Profile

UPP-MSU

Latitude: 43.415002
 Longitude: -83.927037
 Drivetime: 10 minutes

Site Type: Drivetime



Source: ESRI and mxt/SAB

Appendix C: Grand River Design Charrette

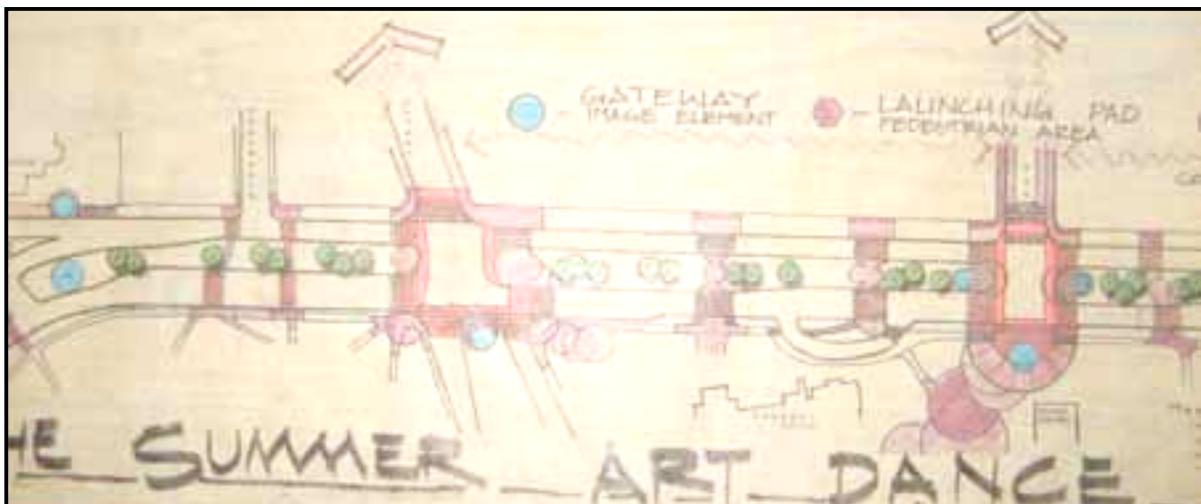
A design charrette was organized to provide a collaborative planning process that included public workshops and open houses, which joined the talents of all interested parties in order to create a feasible plan that would transform the community space (NCI, 2006).

The charrette brought together many stakeholders including; Michigan Department of Transportation, Michigan State University Transportation Department, The State Department of Transportation, Michigan State University students, various planning organizations, and community members.

The charrette took place over the course of five days. It worked to combine the elements of institutional, commercial, and residential land uses. The main objective was to provide safety to motorists and pedestrians while sustaining an adequate flow of traffic.

Design One

Produced by Paul Nieratko, a senior academic specialist for urban design, this plan allows pedestrians to cross Grand River Avenue more safely. Brick walkways are used to signify pedestrian crossing locations. In addition, specific areas have been designated for gateway elements to be implemented around the first two intersections of the study area. These elements could be anything from a statue, fountain, or other landscape design. Certain aspects of this design were used in the final product.



Appendix D: East Lansing Employee Homeownership Program

In order to encourage city dwelling, the City of East Lansing provided economic incentives for those that worked for the city. This program was adopted September 5 of 1995. The East Lansing Employee Homeownership Program (EHOP, 2001) provided forgivable loans to full or part-time employees of the city of East Lansing who wanted to “purchase a primary residence on an owner occupied basis within the geographic boundaries set forth in this program” (EHOP, 2001).

Loans could be up to \$10,000 and be used for down payment, pre-paid reserves, and for closing expenses. As long as the employee stays with the requirements of the program, 20 percent is forgiven each year. Help will be given to assist eligible employees with services such as local affordable housing programs.

Loans were a one-time use and limited to full and part-time City of East Lansing employees that were in good standing. The loans were provided on a first-come, first-serve basis depending on the funds available.

Objectives

- To encourage city employees to choose East Lansing as their home
- To help stabilize and encourage reinvestment in older neighborhoods surrounding the downtown area
- To enhance the City’s relationship with its employees and to encourage retention and stability of its work force
- To encourage participation by city employees in neighborhood activities and associations

Public Benefits

- City employees would reside closer to their employment duties and be more readily available in emergencies or other job related responsibilities
- Employees who are residents would have better knowledge and understanding of the service needs of the city, as they would be consumers of local services
- Encouragement of stable and motivated work force
- Retention of valuable city employees

The city wanted to encourage social networks and support neighborhood organizations. The program would allow participants to benefit from the amenities their city offers and was designed for those living in the area for at least five years. If an individual moved before the five years was complete, the difference would be owed to the city. The individual was responsible for paying taxes on their portion of their loan. Those that already lived in the city were able to receive half of what they were eligible for. This program was ended in 2003 because of budget issues; however, twenty-six people were able to benefit from EHOP. A similar program to EHOP is currently being considered by East Lansing at this time.